

A STUDY OF TIRUMALA TIRUPATI DEVASTHANAMS
WITH SPECIAL REFERENCE TO ORGANISATIONAL AND FINANCIAL ASPECTS

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THESIS SUBMITTED FOR THE AWARD OF THE DEGREE OF
DOCTOR OF PHILOSOPHY IN THE FACULTY OF
COMMERCE AND MANAGEMENT STUDIES

Under the Supervision of
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September, 1985



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ACKNOWLEDGEMENTS

It is my privilege to express my deep sense of gratitude to my Research Director, Dr. J.V.Prabhakara Rao, Professor, Department of Commerce and Management Studies, Andhra University, but for whose inspiration and guidance the study would not have seen the light of the day.

I express my sincere gratitude to Professor K.V. Sivayya, MBA (Bradley), Ph.D (Illinois), U.S.A., Visiting Professor in the U.S.A. for his encouragement. I owe a deep debt of gratitude to Professor M.Gangadhara Rao, Dean, Faculty of Commerce and Management Studies, Andhra University, Professor V.Balamohandas, Chairman Board of Studies, Professor G.Subrahmanyam, Head of the Department of Commerce and Management Studies, Prof.C.S. Venkata Ratnam and Shri P. Hrushikesava Rao, for their useful comments and suggestions at various stages.

I am grateful to Andhra University, my Alma Mater for giving me this opportunity. I am much obliged to the Management and Shri P. Jagadiswara Rao, Principal of VRS & YRN College, Chirala for having made it possible for me to undertake Doctoral Research Work besides my regular academic responsibilities.



My thanks are due to the University Grants Commission for providing me financial assistance to carry out this study.

I am much obliged to Shri P.V.R.K. Prasad, IAS., Former Executive Officer, TTD, presently Commissioner for Relief and Rehabilitation, Government of Andhra Pradesh and Shri S. Lakshminarayana, IAS., Executive Officer, TTD who have given me the permission to collect data and information in TTD Offices. I am indebted particularly to Shri V. Nageswara Rao, FCA., Chief Accounts Officer, TTD who has helped me a lot in providing data for my study.

I am grateful to all the Pilgrim respondents for their willing cooperation in the collection of primary data on some aspects of this study. I am also thankful to my colleagues who have helped me with their suggestions for the completion of this work.

I express my sincere thanks to several individuals particularly, Sarvasri Dr.B.Ramakrishna Rao, O.V.Nageswara Rao, B. Mohan Venkatararam, A. Rajagopala Rao who have helped me in many ways in the preparation of this thesis.



I am immensely grateful to Dr. V.Krishna Murthy, Principal, Sri Venkateswara College, New Delhi, who evinced keen interest in my research and helped me in the collection of data.

I am thankful to Sarvasri J.S.S.Gopalakrishna and K. Radhakrishna Murty, who typed the rough draft and final thesis with accuracy and speed.

I wish to record my appreciation of the patience and encouragement given by my wife Smt. Vijaya Lakshmi, during the period of the study.

Needless to say that all matters of analysis, interpretation, judgement, opinion, error or commission are entirely of my responsibility.

VISAKHAPATNAM

DATE 9-9-1985


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INTRODUCTION

Religious organisations and charitable trusts are found in all countries of the world. They play an important role in the promotion of religion, culture, education, medical relief and advancement of welfare to the general public. The religious organisations are popular in India and several statutes have been enacted to provide a machinery for their effective functioning. Temples and maths are supplementary in nature with regard to the spiritual welfare of the people. Most of the religious and charitable institutions are public trusts in India. Considerable help is rendered to the humanity by these institutions in the country. They carry their activities with the aid of gifts, grants, donations and charities received from the public. Tirumala Tirupati Devasthanams (referred to hereafter as TTD) is in charge of a group of temples and educational and other



charitable institutions. It is the biggest religious organisation for Hindus in India.

Religion has generally formed one of the most important factors in the life and history of all nations. In India, it has animated social life in an exceptional measure and the concept of dharma has commanded universal allegiance throughout the sub-continent in all its history¹. Religion had been the most dominant factor influencing the socio-economic development of the people in the country. Religious institutions act as one of the most powerful agencies of the modern times and govern every aspect of human life in the society. South India is the land of temples and they are the eternal monuments for preserving and propagating of Indian heritage, culture and civilisation. The State of Andhra Pradesh which is the place of confluence for the culture of North and South is very famous for the temples having the historical, architectural and archaeological importance. The successive emperors, kings, nobles and

1. Nilakanta Sastry, K.A., 'Development of Religion in South India', Orient Longmans, Bombay, 1963, p.1.



philanthropic public contributed their mite for the construction of the glorifying towers with a spiritual ambition. They dedicated considerable properties to the temples and decorated the deities with invaluable jewels and other ornaments. The repairs and renovation of temples had continuously engaged the attention of the princes and nobles.

The temples are the places of worship and also served as centres not only for the dissemination of knowledge on the spiritual side but also in enlightening the public in every walk of social, educational, cultural and other such fields. People from all over the country would gather and worship together in the temples unmindful of the region, language and creed they belonged. In fact, the places of worship would serve as useful institutions for national unity and integration. About 34,020 temples, charitable institutions and maths were located in the State of Andhra Pradesh during 1983-84 which come under the ambit of the Andhra Pradesh Charitable and Hindu Religious and Endowments Act, 1966. Of these, 31,486 were temples



with varying incomes¹, 2,356 were charitable institutions² and the remaining 178 were religious maths. These institutions were having about 3.25 lakhs of acres of landed property³ besides a sizable amount of income from the voluntary contributions and donations offered by the public. The value of the properties of these institutions estimated in 1982 was Rs.282.66 crores⁴. The TTD itself registered an income of Rs.34.82 crores during 1982-83 and Rs.38 crores in the year 1983-84. It is gratifying to note that the TTD income has touched a record level of about Rs.50.86 crores during 1984-85⁵. The TTD has vast properties,

1. There were 64 temples including Tirumala Temple whose annual income exceeds Rs.1 lakh; 375 temples earn a revenue of Rs.20,000 to Rs.1 lakh per year and 31,047 temples earn less than Rs.20,000 per annum.

2. There were 11 charitable trusts operating in the State with an annual income of over Rs.1 lakh; 89 trusts with over Rs.20,000 to Rs.1 lakh and 2,256 institutions with revenue less than Rs.20,000 per annum.

Kondalah, Ch., Chairman, Andhra Pradesh Endowments Commission, Indian Express, November 9, 1984.

3. Of this, 81,738 acres is wet land, 2,41,519 acres of dry land and about 2,139 acres of garden land. The Hindu, July 5, 1985.

4. Yethiraja Rao, N., Endowments Minister, Government of Andhra Pradesh, The Hindu, July 5, 1985.

5. Ibid.



movable and immovable. Its non-cash assets were estimated at Rs.150 crores in the year 1983-84. The surplus funds invested in scheduled banks rose to Rs.47.97 crores in 1982-83 from Rs.10.35 crores during the year 1974-75.

The special significance of Lord Venkateswara Temple at Tirumala lies in the fact that it is perhaps the oldest religious institution in the world when unbroken religious worship is being carried on for over 1,300 years. "It is a temple, attracting more pilgrims than any other temple in India, and is held in veneration by more devotees than even Lourdes of France and the celebrated cathedrals of Spain and Portugal"¹. An average of 20,000 to 25,000 pilgrims visit the Tirumala Temple to pay their homage every day.

The temple of Sri Venkateswara popularly known as Balaji in North India was located at Tirumala in Chittoor district of the State of Andhra Pradesh which was constructed and developed by generations of royal devotees and commoners around the self manifested idol

1. Ramesan, N., 'The Significance of Tirumala Temple', Swarajya, October 28, 1979, p.58.



of Lord Srinivasa. The Tirumala temple received the devoted attention of the various royal families that ruled over the empire and it had entered into a phase of unprecedented glory in the recent past. This temple was unique in the whole of India and had been a place of worship common to all sects and creeds of Hindus for centuries together and had been a powerful unifying force by its non-sectarian appeal. "There is no other pilgrim centre, which pulsates with life throughout the year and round the clock. Tirumala has a national character. It is an integrating force with men and women from all corners presenting a colourful cultural mosaic"¹.

Among the temples in India, the TTD is the greatest earner and spender and has become an economic unit of considerable significance. The TTD is a mini-empire in which about 7,500 people were employed working in its different establishments and departments².

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1. 'Tirumala Temple - An Integrating Force with a Universal Appeal', Swarajya, July 15, 1979, p.18.
 2. The number of people employed in different establishments of the TTD rose to 7,500 during 1984-85 with a wage bill of Rs.7.20 crores against Rs.5.71 crores in the year 1982-83 and Rs.1.93 crores during 1973-74. From the records of the Office of the Executive Officer, TTD, Tirupati.



The TTD administration has been maintaining about 24 institutions which impart religious, cultural, professional and technical education and provide medical care to visiting pilgrims and its employees. Other examples of the TTD's welfare activities are its Artificial Limb Centre where limbs are manufactured and supplied without cost to the needy and an orphanage which ensures that the children entrusted to it are educated and trained to get eventual employment. But for the TTD's generous financial contributions, Sri Venkateswara University, a General Hospital, a Medical College, an Engineering College, College of Veterinery and Agricultural Sciences, Sri Padmavathi Women's University, many colleges and schools at Tirupati, the construction of a broad-gauge railway line between Renigunta and Tirupati and location of an Air Port near Tirupati would not have seen the light of the day.

The temple¹ stands as the centre of popular Hinduism. Almost every village of any importance has

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1. From the inscriptions gathered, it was found that the following terms were used as synonyms for a temple - Devalayamu, Devalamu, Tirumuttamu, Devasthanamu, Naguru, Koyil, Pagudimeda, Devagara, Mandiram, Bhavanam, Niketanam and Harmyam, etc.



atleast one temple situated in the middle of surrounding streets or in some other prominent place, besides the shrines of village deities generally located outside the village near its boundary. Temples and maths are the principal Hindu religious institutions in the country, particularly in South India. The Hindu temple is basically a seat or abode of God and a place of worship for the Hindus. The temples of Hindus have comprised of structural buildings as well as caves, natural and excavated. The maths could also be referred to as places of residence for Hindu monks whose lives were devoted to the service of that particular religious order. The history of Hindu Maths of the State of Andhra Pradesh could be traced from the period of Sankaracharya.

SCOPE OF THE STUDY

The present study is designed to make an attempt at the micro level to understand and critically examine the distinctive features of the financial administration and management of a religious institution like the TTD. The scope of the study covers the history, organisation, financial and administrative aspects of



the TTD. The profiles of various other religious organisations in Andhra Pradesh have also been briefly surveyed. The main religious institutions covered are Hindu religious organisations, Muslim Wakf Boards, Christian Missionaries and Sikh Gurudwaras. A critical study of financial management of the TTD, particularly aspects relating to revenue and expenditure pattern and some policy aspects of the administration has been attempted. The investments and utilisation of TTD funds have been reviewed analytically. The present study covers a period of 10 years starting from the year 1973-74 to 1982-83.

NEED AND IMPORTANCE OF THE STUDY

India is a sacred land of holy temples rich in architectural and sculptural beauties. The temples have an important place in the socio-economic development of the people and contribute to the idea of national integration. They play a prominent role in preserving and propagating Indian arts and culture. There are other religious organisations like Muslim Wakf Boards, Christian Churches and Missionaries, and Sikh Gurudwaras, etc., in the country. They all



provide spiritual welfare to the people who belonged to the respective religious systems. These organisations afford opportunities to the people for prayer to and adoration of the super being in His various manifestations. India is a secular country. The socio-cultural aspects vary widely from one region to the other. Religion is one of the social institutions in the country and it is a product of human ingenuity with the purpose of enabling man to be at peace with himself and with the supposed agency that would guide and control the universe. The religion would differ from place to place and has undergone numerous developments from time to time yet retaining substantially in some form or the other of its basic principles and practices.

Under the Hindu religious system, the TTD is considered the biggest charitable institution in India which has been providing all the requisite services to the poor and deserving over the past so many years through its innovative schemes. It is the biggest institution from the point of view of the pilgrims it would attract, the number and variety of functions it performs, its income and expenditure which had been



rapidly growing in recent years. How the income is being utilised, is therefore a matter of public concern.

The study gained importance with the decision of the Government of Andhra Pradesh in the year 1983 in transferring surplus funds of the TTD to the Government treasury. There has always been a section of people who asserted that the Government should not interfere in matters of religion and charity. There are others who hold the opposite view, perhaps on equally strong base to the Government interference and control into the conduct of religious institutions, if the religious institutions seem to be drifting away from their prime goals or when things go wrong with them. But whatever may be the justification, unqualified and unrestricted Government control in matters concerning religion could be undesirable and unwarranted. The Government of Andhra Pradesh cast an eye on the substantial surplus funds of the TTD, with a view to tap the resources to meet the increased expenditure for public welfare activities in the State. The Government sent a directive to the



TTD administration in February 1983, to deposit its surplus funds of over Rs.47 crores in the Government treasury. This decision gave scope to various controversies among the public and in the Government circles. Therefore, it was felt desirable to go into all aspects of this issue and make possible suggestions.

The operations of the TTD were not only confined to the propagation of Hindu religion, but also enter into the national life by extending its helping hand for social upliftment of the people in the country. Apart from the worships provided in the temples for pilgrims, the TTD was providing extensive facilities and amenities to visiting pilgrims for their comfortable stay when they came for darshan of the Lord at Tirumala. So far, no attempt was made for a comprehensive study of the administration and finances of religious institutions in Andhra Pradesh and with special reference to the TTD, which was considered one of the richest temples in the world. In recent years, by launching various schemes and programmes, the activities of the TTD have spread over



to different parts of the country. It was felt desirable to go into all aspects of administrative and financial matters and investment pattern of the TTD to have a close look on its effective functioning. There had been a lot of dissatisfaction among the public over the working of different religious institutions in the State and on their utilisation of funds. In recent times, the administration of the TTD had been subjected to severe criticism. Public interest and Governmental concern seemed to have increased in the matter of proper functioning of the TTD. The present study seeks to understand and examine the distinctive features of financial and administrative aspects of the TTD. Due to the growing importance of the TTD in diverse fields, a study on the administration and finances of the TTD is now perhaps most appropriate.

EARLIER STUDIES

The studies conducted in areas related to the present study are surveyed and reviewed. The review is made to assess the researchability of the topic. There have been a few studies in India which seek to



examine the working of religious institutions. Among them, mention may be made about the work of K.A.Nilakanta Sastry¹ who had studied the development of religion in South India in early sixties. His study merely gave an account of the development of various religions in South India. N.S.Ramaswamy² studied about 50 important temples of South India. His study dealt with the general historical background of temples in Andhra Pradesh, Karnataka, Kerala and Tamil Nadu and does not dwell on the administrative and financial aspects of religious organisations like the TTD.

R.K.Das³ studied the temples of Tamil Nadu particularly their history and development. He did not dwell on the administration and finances of the temples. N.Ramesan⁴ discussed in detail the geographical, historical and development aspects of over

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1. Nilakanta Sastry, K.A., 'Development of Religion in South India', Orient Longmen, Bombay, 1963.
 2. Ramaswamy, N.S., 'House of God, Select Temples of South India', Maps and Agencies, Madras, 1984.
 3. Das, R.K., 'Temples of Tamil Nadu', Bharatiya Vidya Bhavan, Bombay, 1964.
 4. Ramesan, N., 'Temples and Legends of Andhra Pradesh', Bharatiya Vidya Bhavan, Bombay, 1962.



23 main temples which existed in different parts of Andhra Pradesh including the temples of Tirumala.

During 1962-67, A.Surya Kumari¹ studied the temples in Andhra Desa. Her work was mainly on the historical and architectural beauty of temples in Andhra region. During 1962-68, V.Kameswara Rao² studied some of the Vijayanagar temples of Rayalaseema region. His thrust was mainly on how the Vijayanagar rulers had made various benefactions for the construction and development of temples in the Rayalaseema region of Andhra Pradesh.

R.Sama Reddy³ studied the history of religious institutions in the State of Andhra Pradesh during the period from 1300 to 1600 A.D. Sushil Madhava Pathak⁴ studied the performance of American

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1. Surya Kumari, A., 'Temples in Andhra Desa', Ph.D. Thesis (Unpublished), Sri Venkateswara University, Tirupati, 1967.
 2. Kameswara Rao, V., 'Select Vijayanagar Temples of Rayalaseema Region', Ph.D. Thesis (Unpublished), Sri Venkateswara University, Tirupati (1962-68).
 3. Sama Reddy, R., 'History of Religious Institutions in Andhra Desa from A.D. 1300 to 1600', Ph.D. Thesis (Unpublished), Osmania University, Hyderabad, 1980.
 4. Sushil Madhava Pathak, 'American Missionaries and Hinduism', Munshram Monoharlal, New Delhi, 1967.



missionaries and the growth of Hinduism in America in sixties. J.Devaraj¹ studied the Christian Missionaries and their performance during the period from 1848 to 1948 in Telangana region. He gave an account on how the christian missionaries were created and developed in Telangana region of the State of Andhra Pradesh and how they were performing their services with the funds mobilised from different sources. This study does not provide any insight into their financial management. Ziauddin and Desai² studied the functioning of mosques in India. His main thrust was on the construction of important mosques in India and the donations, grants made available by the then rulers to the mosques and their management.

Surinder Mohan Bharadwaj³ studied Hindu pilgrimage centres in India by giving an account of the

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1. Devaraj, J., 'The History of Christian Missions in Telangana Region', Ph.D. Thesis (Unpublished), Osmania University, Hyderabad, 1969.
 2. Ziauddin and Desai, 'Mosques of India', New Delhi, 1971.
 3. Surinder Mohan Bharadwaj, 'Hindu Places of Pilgrimage in India', Thomson Press (India) Ltd., New Delhi, 1973.



historical and religious importance. He did not deal with matters like administration and finances of the pilgrimage centres. Lewis N.Hope¹ studied some of the important religious systems of the world. His thrust was entirely on the distinctive features of different religions in various countries. C.Anna Rao² discussed briefly on how the religious institutions were being managed and how the funds were put to use for social progress. It was more in the nature of memoirs of his visits to various temples in different parts of the country.

P.Sitapati³ examined the history of temples and deities at Tirumala and discussed the various festivals and customs that were being practised in the temples. He also gave a brief account on how the temples of Tirumala had been managed by various rulers at different times. S.Krishnaswamy Iyengar⁴

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1. Lewis N. Hope, 'Religion of the World', MacMillan, London, 1976.
 2. Anna Rao, C., 'Administration of Temple', TTD, Tirupati, 1977.
 3. Sitapati, P., 'Sri Venkateswara, the Lord of the Seven Hills', Bharatiya Vidya Bhavan, Bombay, 1968.
 4. Krishnaswamy Iyengar, S., 'History of Tirupati', TTD, Tirupati, 1939.



examined in detail the mode of worship, the festivals and rituals being practised and the historical evolution of the Tirumala temple and its administration.

V.Srinivasa Rao¹ studied some aspects of Tirumala temple. His study was in the nature of an information brochure on the temple of Lord Venkateswara.

S.Subbaramaiah² studied the finances of an Indian temple with particular reference to Tirumala temple. His study covered the period of 12 years from 1951 to 1963. He discussed some aspects of finance and since then over two decades lapsed. There have been far reaching changes, structural and administrative accompanied by manifold rise and diversity in the means of income and expenditure, which merit a detailed study of the kind attempted here. M.Rama Rao³ studied the temples of Tirumala,

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1. Srinivasa Rao, V., 'Tirupati Sri Venkateswara - Balaji', Umadevan & Company, Madras, 1949.
 2. Subbaramaiah, S., 'Finances of an Indian Temple - A Case Study of the Finances of TTD (1951-1963)', International Book Company, Jullundur City, 1968.
 3. Rama Rao, M., 'The Temples of Tirumala, Tirupati and Tiruchanoor', 1963.



Tirupati and Tiruchanoor and his study was more in the shape of a guide book and does not provide any analysis for the present study. K.Kamalanathan¹ studied the historical importance of Tirupati and the administration of the TTD in late sixties. His approach was mainly historical and does not provide any discussion or insight into financial management of the TTD.

T.K.T.Viraraghavacharya² in early fifties studied the history of Tirupati. The study had covered the geography and topography of Tirumala temple and of various shrines situated at Tirupati and Tirumala. He also discussed in detail the various utsavams and festivals performed at the temple of Sri Venkateswara in Tirumala. His study does not provide any analysis into the administrative and financial aspects of the TTD. N.Ramesan³ examined the historical background, architectural and sculptural

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1. Kamalanathan, K., 'History and Administration of the Tirumala Temple', Ph.D. Thesis (Unpublished), Madras University, Madras.
 2. Viraraghavacharya, T.K.T., 'History of Tirupati', TTD, Tirupati, 1976-77.
 3. Ramesan, N., 'The Tirumala Temple', TTD, Tirupati, 1981.



importance of the Tirumala temple. He studied in detail the various idols of the Tirumala temple and about the festivals being conducted at the temple. It merely provides a historical perspective and geographical description of the temple. Sadhu Subrahmanya Sastry¹, the renowned Epigraphist of the TTD discussed at length the historical and religious importance of the Tirumala temple and how the rulers had made royal benefactions for the management of the temple at different periods. Sastry had excelled in collection of tabulating, deciphering and presenting a major portion of the epigraphs of Tirumala and Tirupati temples. In 1953, V.M.Narasimhan examined the architectural development of the Tirumala Temple and this was in the form of a short essay.

It is seen from the above review of literature, that there are not many consistent and authoritative works on the administration and finances of the Tirumala temple. Even the few studies in the area

1. Subrahmanya Sastry, S., 'Tirupati Sri Venkateswara', TTD, Tirupati, 1981.



lack depth and comprehensive coverage of the various facets of the problem. This study aims at bridging this gap to some extent. It is, therefore, felt appropriate that such a famous and ancient shrine with a history of nearly 2,000 years having an income of about Rs.50 crores a year deserves a detailed study to gain some insights into the financial management of the premier service organisation like the TTD. In this study, a modest attempt is made to analyse the TTD finances for the period from 1973-74 to 1982-83.

OBJECTIVES OF THE STUDY

The main objectives of the study are to:

- i) study the distinctive aspects of management and organisation in religious institutions with particular reference to the Tirumala Tirupati Devasthanams;
- ii) analyse the structure, pattern and magnitude of major items of income and expenditure of the TTD;
- iii) examine the views and attitudes of pilgrims to various aspects of the facilities provided by the TTD administration;



- iv) review some important policy aspects such as Government control over the religious institutions, diversion of funds and investment pattern of the TTD, management of personnel; and
- v) suggest measures for effective organisation and management of finances of TTD.

METHODOLOGY

The information for the present study was obtained from both the primary and secondary data. Personal interviews were conducted with the employees and officials of the TTD and Government officials who were connected with the operations of the TTD to secure first hand information. An effort was made to elicit the views of the pilgrims about the amenities provided to them by the administration and their attitudes to various aspects of the TTD. For this, a structured questionnaire was canvassed at random among 200 pilgrims who were drawn from different regions and States. The pilgrims were interviewed at Tirumala and Tirupati and their opinions were sought on various points. To the extent possible, care was taken to include a cross section of pilgrims covering sufficiently all States in the country. The pilgrims were individually



interviewed and group responses were discouraged. This is to encourage the respondent to talk freely and frankly his impressions and views on pilgrim satisfaction and on various aspects of administration.

The secondary data was collected from the records, annual reports, budget reports and other documentary material maintained at the TTD. Offices. The researcher had consulted annual administration reports of the TTD. for the period from 1973-74 to 1982-83 which dealt with general information, the operations and policies of the Devasthanams. Some unpublished material was also used from the TTD Offices. Under the guise of decentralisation, few departments have absolved themselves of the responsibility of maintaining proper records on various aspects. Often raw data had to be collected and processed. The proceedings and resolutions at the Meetings of the Board and Management Committee of the TTD held at different intervals were also consulted. The secondary data was also collected from some unpublished reports of the Office of the



Commissioner of Endowments, Government of Andhra Pradesh, Hyderabad. The general information on other religious institutions like Muslim Charities and Trusts, Christian Missionaries, and Gurudwaras in the State of Andhra Pradesh, was collected personally from the respective offices and establishments and also from various libraries in the State.

The following libraries and research centres were visited:

- 1) Dr. V.S. Krishna Memorial Library, Andhra University, Waltair.
- 2) Osmania University Library, Hyderabad.
- 3) Sri Krishnadevaraya Andhra Bhasha Nilayam, Hyderabad.
- 4) Gandhi Memorial Library, Secunderabad.
- 5) Government Secretariat Library, Hyderabad.
- 6) City Central Library, Hyderabad.
- 7) Industries, Commerce and Cultural Association Library, Hyderabad.
- 8) Indian Council of Social Science Research Library, Hyderabad.
- 9) Andhra Pradesh Wakf Board Library, Hyderabad.



10) Sri Venkateswara University Library,
Tirupati.

11) Madras University Library, Madras.

LIMITATIONS OF THE STUDY

This study, however, is not devoid of certain limitations. Since it covered a period of 10 years, detailed data of few aspects for two or three years could not be collected due to the absence of relevant records. As the data on investments of TTD was considered more confidential by the administration, a detailed descriptive information on investments was not made available. Hence, the TTD budget and annual administration reports became the principal sources of information. Nevertheless, every effort has been made to collect as much information as possible to make an objective assessment of the issues under study.

PRESENTATION OF THE STUDY

The study is presented in seven chapters. The introductory part outlines the scope and importance of the study, survey and review of literature, methodology and limitations of the study. Chapter 1 briefly



examines the aspects relating to administration of various religious institutions in Andhra Pradesh. Chapter 2 describes the history and geographical importance of the TTD and a comprehensive review on the management and organisation of the TTD. Chapter 3 deals with the detailed analysis of various items of income of the TTD. A descriptive account of various items of expenditure is presented in Chapter 4. Chapter 5 covers the views of the pilgrims about the amenities provided and other aspects of administration. Chapter 6 analyses the policy aspects like Government control on religious institutions, diversion of funds, investments and management of personnel. The summary and suggestions of the study are presented in Chapter 7.



CHAPTER 1

ADMINISTRATION OF RELIGIOUS INSTITUTIONS IN
ANDHRA PRADESH

Religious and charitable trusts and organisations are found in all the countries of the world. They play an important role in the promotion of culture, education, medical relief and advancement of welfare to the general public. The religious institutions are popular in India and specific statutes had been made to provide a machinery for their constructive functioning. India is a secular nation in which there are a number of religions having different ideologies and philosophies. From times immemorial, religion has played an important role in moulding the human path of progress from mere satiation of beastly thirst and lust to a much higher plane of living. This Chapter briefly discusses aspects relating to administration of religious endowments in various states and different religious organisations



in the State of Andhra Pradesh. Among the several religions in India, the presence of the following is felt in varying degrees of population in Andhra Pradesh. They are: Hinduism, Islam, Christianity and Sikkism.

ADMINISTRATION OF RELIGIOUS ENDOWMENTS IN VARIOUS STATES

With the passage of time, most of the religious institutions in various States gradually decayed owing to the disappearance of benevolent royal patronage and the consequent mismanagement by vested interests. By the time the Britishers took the reigns of the country, the position of religious and charitable endowments was far from satisfactory. Although, the Britishers were reluctant to interfere with the administration of these endowments, they exercised some control over them through the Collectors of various districts. After advent of the British rule, the first legislation in this sphere was the Madras Endowments and Escheats Regulation Act, 1817 by which necessary authority was vested in the Board of Revenue and local agents were also appointed in each district.



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Thus, the Government steadily exercised control over the religious and charitable trusts which was earlier vested with the ancient rulers.

It is found that there was no central legislation comprehensively covering the religious and charitable endowments except the Religious Endowments Act of 1863 and the Charitable and Religious Trusts Act 1920. These Acts covered the whole of India except the State of Jammu and Kashmir and had not sufficiently covered all aspects relating to charitable and religious trusts. Hence, several State Governments passed separate legislations in relation to the religious and charitable endowments in their respective States¹. The States of Punjab and West Bengal have no legislation relating to religious and charitable endowments. Most of the Acts promulgated in

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1. Some States like Madras (1925), Andhra Pradesh (1966), Assam, Bihar (1950), Madhya Pradesh (1951), Kerala (1950), Maharashtra (1950), Orissa (1969), Rajasthan (1959), Karnataka (1927), Uttar Pradesh (1962), had passed various legislations in different years to supervise and regulate the activities of the religious and charitable endowments.

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various States have the following common provisions:

(1) Compulsory registration of public trusts, (2) Requiring the trustee to keep regular accounts, (3) Compulsory annual audit of accounts, (4) Restriction against the alienations, (5) Proper investments of trust funds, (6) Provision for the appointment of a Commissioner of Endowments or a Charity Commissioner of Endowments with a hierarchy of subordinate officials with powers of inspection, supervision and punishment of various office holders like trustees, archakas and other temple servants, and (7) Provision for contribution from institutions for Common Good Fund and so on¹. If the trust is situated in a particular state, the law of that state will apply to the trust even though a part of the trust property whether large or small is situated outside the state where the trust is situated.

Tamil Nadu is perhaps the State in India having the largest number of religious institutions nearly

1. Varadachari, V.K., 'The Law of Hindu Religious and Charitable Endowments', Eastern Book Company, Lucknow, 1977, p.290.



over 34,230¹. The great monarchs and chieftains who built these great divine abodes had endowed extensive properties for their maintenance. Over the years, the income from these properties dwindled and the maintenance of temples in their original style and grandeur became difficult. Many temples were languishing for want of funds for even their daily poojas and payment of paltry salaries to the archakas and other employees. Realising the need to save the temples in the State, the Government of Tamil Nadu decided in August 1984 to evolve a scheme which will enable the conduct of at least one daily pooja in temples and take care of low paid temple staff. Under the scheme,

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1. These institutions are under the control of the Hindu Religious and Charitable Endowments Department of Government of Tamil Nadu. During 1983-84, there were nearly over 34,230 religious institutions in the State, of which 196 institutions earned an annual income of Rs.1 lakh and above, 1,375 institutions earned an income between Rs.10,000 to Rs.1 lakh and the remaining 32,659 institutions earned less than Rs.10,000 per annum. The temples in Tamil Nadu had possessed over five lakh acres of land and the income expected therefrom was of the order of about Rs.7 crores per year and they had gold and silver jewels worth about Rs.49 crores. About 2,295 religious institutions in the State were having surplus funds and their total investments were around Rs.26.22 crores.



the Government set up three separate funds to the tune of Rs.7 crores for the improvement of the temples and assistance to the temple staff¹. Under the auspices of various temples in Tamil Nadu, a number of educational and charitable institutions were being maintained². Besides, rest houses, cottages and choultries were constructed for the convenience of worshipping public in almost all important temples.

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1. The first of these funds would have a corpus of Rs.5 crores transferred from temples in the State with surplus funds. While the corpus would remain in tact, the interest from this will be utilised to assist the needy temples to ensure that one pooja is performed daily with proper lighting and rituals. The second fund would be created with a corpus of Rs.1 crore diverted from Arulmigu Dhandayuthapaniswamy Devasthanam, Palani. The interest earned from this fund would be used to assist low paid temple staff such as archakas and vidwans, etc., whose salary is less than Rs.100 per month. The third fund would be established by Arulmigu Dhandayuthapaniswamy Devasthanam, Palani, with a corpus of Rs.1 crore. The interest derived from this fund would be utilised to assist temples in rural areas for renovation and repairs. The scheme of creating funds by the Government would greatly help the ancient temples and their staff and for renovating the temples in the State of Tamil Nadu. The Hindu, August 17, 1984.
 2. The institutions maintained by various temples in Tamil Nadu are: 6 colleges, 10 Higher Secondary Schools, 2 Polytechnics, 9 Middle Elementary and Matric Schools, 13 Agama Patasalas, 3 Nadaswaram Schools, 22 Hospitals and Dispensaries, 1 Deaf and Dumb School, 37 Ambulliams, 3 Orphanages for Old, 202 Libraries and 106 Kalyanamandapams.



HINDU RELIGIOUS INSTITUTIONS IN ANDHRA PRADESH

The Hindu religious and charitable institutions are governed and administered under the provisions of the Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Act, 1966. This Act applies to all public charitable institutions and endowments in the State of Andhra Pradesh. The Act of 1966 provides for the governance of charitable institutions as the administration of all charitable and Hindu religious institutions and endowments shall be under the general superintendence and control of the commissioner and this includes the powers to pass any order which may be deemed necessary to ensure that such institutions and endowments are properly administered and their income is duly appropriated for the purpose for which they were founded¹.

Section 15 of 1966 Act lays down the provisions for constituting Board of Trustees having hereditary and non-hereditary trustees for every religious

1. Balasubrahmanyam, M., 'Law of Charitable and Hindu Religious Institutions and Endowments', New India Publications, Hyderabad 1974, p.68.



institutions to administer their affairs. The Chairman of the Board of Trustees is elected among the members. The Board will manage the institution and furnish the accounts and returns to the State Government. The trustees have to submit a budget showing the probable receipts and disbursements of the institution to the Government 90 days before the close of each financial year. The Executive Officers are appointed by the Government to administer the affairs of religious institutions and they are given certain grades according to the income of concerned institutions. In 1982, the Government of Andhra Pradesh revised the income limits of religious institutions. The particulars of the income limits are furnished in Appendix 1.1. The Executive Officer of concerned temple shall keep regular accounts of all receipts and disbursements for each financial year. The accounts of every institution are subjected to audit. The auditors are appointed by the Government for the purpose of carrying out the audit work of the religious institutions.

Section 59 of the Act lays down the provisions for the contribution payable by every charitable



institution whose annual income is not less than Rs.1,000. An amount not exceeding seven per cent of the annual income is payable to the Government for the services rendered by them. There are two funds created under the Act namely 'Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Administration Fund (EAF)' and 'Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Common Good Fund (CGF)'. The former fund is under the control of the Commissioner of Endowments, Government of Andhra Pradesh and the latter shall vest in a Committee¹ headed by the Chief Minister of the State.

Any temple in Andhra Pradesh requiring renovation or improvement is eligible to receive the grant from Common Good Fund provided it is in a position to bear its matching contribution. Under the present

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1. The Chief Minister of Andhra Pradesh is the Chairman of the CGF Committee and the Minister of Endowments is the Ex-Officio Member of the Committee, while the Commissioner of Endowments is the Secretary and Treasurer of the Committee.



regulations, the temples in backward districts like Srikakulam, Kurnool, Cuddapah, Medak have to contribute only one-fifth of the estimated amount towards matching contribution while the remaining four-fifth of the amount is to be met from the CGF. Similarly, in Circar districts including Nellore and Prakasam, the matching contribution is one-third of the cost of the estimate. The Government has sanctioned considerable amount of financial assistance for renovation works of temples located in the State and outside the State¹. The construction of Kalyanamandapams in different towns and pilgrim centres is recognised by the CGF Committee as one of the important activities

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1. During 1979-80, a sum of Rs.90.17 lakhs to 125 temples, about Rs.75 lakhs to 153 temples in 1983-84 and about Rs.55 lakhs to 127 temples during 1984-85 were sanctioned by the State Government from the CGF for renovation works of temples in the State. The priorities envisaged by the Committee were the construction of Garbhalayam, Mukhamandapam, installation of Dwajams, Rajagopurams and compound walls. The CGF Committee also liberally sanctioned financial assistance for renovating the temples situated outside the State and foreign countries. They were: Sringeri, Siva Ganga, Yanagondi, Gangavathi, Hospet and Bellary in Karnataka, Jayakur in Orissa, Badarinath, Varanasi, New Delhi, Bhilainagar, Mathunga in Maharashtra, New York and Pittsburgh in U.S.A., Colombo in Sri Lanka and Sydney in Australia.



to be taken up for the main reason that the kalyanamandapams would serve a lot to the poor and common people for performing marriages in a less expensive way. For this purpose, CGF Committee evolved a scheme under which a grant of either 25 per cent of the total cost or Rs.2 lakhs whichever is less would be provided for each kalyanamandapam. The Committee has a very ambitious programme of surveying and renovating the temples in Andhra Pradesh. The State Government has a 'Religious Advisory Council (RAC)' consisting of persons possessing special knowledge of agamasastras for advising on matters of religious practices, rituals, renovation of temples.

Table 1.1 shows the details of all religious and charitable institutions and maths in Andhra Pradesh as on 24.9.1981. There were about 66 religious and charitable institutions under 6(a) of the 1966 Act in the State. Further, under 6(b) and 6(c) of the Act, about 334 and 31,257 religious and charitable institutions were set up. About 204 maths and 31,761 religious institutions were existed in all the 23 districts of Andhra Pradesh. The particulars



TABLE 1.1 : NUMBER OF RELIGIOUS AND CHARITABLE INSTITUTIONS (DISTRICT-WISE)
IN ANDHRA PRADESH AS ON 24.9.1981

Sl. No.	District	RELIGIOUS			CHARITABLE			MATHS		Total
		6 (a) (ii)	6 (b) (ii)	6 (c) (ii)	6 (a) (i)	6 (b) (i)	6 (c) (i)	6 (d)		
1	Adilabad	-	3	156	-	1	16	19	195	
2	Anantapur	1	2	2,567	1	-	58	20	2,649	
3	Cuddapah	1	2	1,415	-	3	106	10	1,537	
4	Chittoor	2	4	2,509	-	1	284	31	2,831	
5	East Godavari	8	41	1,029	4	21	181	8	1,292	
6	Guntur	6	45	2,075	-	8	619	6	2,759	
7	Hyderabad	1	9	1,230	1	8	144	23	1,416	
8	Krishna	6	37	948	-	13	201	11	1,216	
9	Kurnool	2	4	2,294	-	1	79	14	2,394	
10	Khammam	3	3	487	-	-	23	-	516	
11	Karimnagar	1	5	947	-	1	7	2	963	
12	Mahabubnagar	2	4	2,521	-	-	24	17	2,568	
13.	Medak	-	4	3,353	-	-	1	4	3,362	
14	Nalgonda	1	3	845	-	-	41	1	891	
15	Nizamabad	-	1	1,394	-	-	34	4	1,433	
16	Nellore	7	18	1,106	1	5	211	7	1,355	
17	Prakasam	1	3	124	1	-	57	2	188	
18	Ranga Reddy	-	1	1	-	-	-	-	2	
19	Srikakulam	1	6	843	-	-	38	16	904	
20	Visakhapatnam	5	10	863	-	5	111	3	997	
21	Vizianagaram	2	-	9	1	-	-	-	12	
22	Warangal	2	4	800	-	-	12	2	820	
23	West Godavari	5	50	1,157	-	8	237	4	1,461	
TOTAL		57	259	28,673	9	75	2,484	204	31,761	

Source : Office of the Commissioner, Endowments Department, Government of Andhra Pradesh, Hyderabad.

of the temples registered under 6(a) of 1966 Act are given in Appendix 1.2. By 1983-84, the religious institutions have increased to 34,020. Of these, 31,486 are temples, 2,356 are charitable institutions and the remaining 178 are religious maths¹. In Andhra Pradesh, the temples owned about 81,738 acres of wet land and 2,139 acres of gardens. They have property worth about Rs.500 crores². During 1984-85, all religious institutions in the State except Tirumala Temple have received an income of Rs.20.20 crores³.

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1. Kondaiah, Ch., Chairman, Andhra Pradesh Endowments Commission, Indian Express, November 11, 1984.
 2. The Hindu, January 27, 1985.
 3. Of all the temples in the State, the temples at Simhachalam, Annavaram, Dwaraka Tirumala, Bhadrachalam, Vemulavada, Yadagirigutta, Vijayawada, received an amount of Rs.3.40 crores and the rest of temples have gained Rs.16.80 crores. Yathiraja Rao, N., Endowments Minister, Government of Andhra Pradesh, Udayam (Telugu Daily), July 5, 1985.

There are 65 temples excluding Tirumala Temple whose annual income exceeded Rs.1 lakh; 396 temples earned a revenue of Rs.20,000 to Rs.1 lakh; about 31,149 temples earned less than Rs.20,000; 18 charitable trusts earned Rs.1 lakh; 96 trusts with over Rs.20,000 and less than Rs.1 lakh and 2,296 other institutions with revenue of less than Rs.20,000.



ENDOWMENTS DEPARTMENT, GOVERNMENT OF ANDHRA PRADESH

The Endowment Department of the Government of Andhra Pradesh unlike other departments in the State had two separate entities in the past, viz., the Directorate of Endowments Department for Telangana region and the Commissioner, the Hindu Religious and Charitable Institutions for the Andhra region to administer the affairs of religious institutions in the State. However, these two entities were merged and a common department came into existence in January 1967. Since then, the Office of the Endowments Department is headed by the Commissioner who is the Head of the Endowments Department for the entire State of Andhra Pradesh.

With the introduction of the Andhra Pradesh Ministerial Service Rules in 1966¹, the Divisional Offices² headed by Deputy Commissioners came into

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1. Published in G.O.Ms.No.1271, General Administration Department, October 16, 1966.
 2. The Divisional Offices headed by Deputy Commissioners are now situated at Hyderabad, Guntur, Kakinada and Karimnagar. The Government is considering a proposal to set up these offices also at Vijayawada and Warangal.
- Indian Express, April 15, 1985.



existence with semi-judiciary and administrative powers to manage the affairs of the religious and charitable institutions in the state and to exercise control over the departmental staff of all divisions of the Endowments Department. Subsequently, certain powers were delegated to the Sub-Divisional Officers i.e., Assistant Commissioners of the Department in order to have effective control over the departmental staff besides discharging the duties and performing the functions entrusted to them under the provisions of the Act. Thus, the centralised powers vested in the Head of the Department prior to January 1967 were decentralised and delegated to the Divisional and Sub-Divisional Officers of the Department in each district of the State of Andhra Pradesh. This was done to ensure proper and efficient administration of the department.

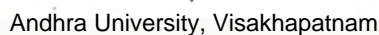
When the administration of the Endowments Department was lacking managerial efficiency, an adhoc committee was appointed by the Commissioner, Endowments Department in 1982 to look into the aspects of reorganisation of the department and for bringing



better administration and uniform distribution of work among the staff. The Committee made various recommendations mainly relating to the reorganisation of the Department of Endowments. Accordingly, the Government had reorganised the Department.

Chart 1.1 furnishes the particulars of the distribution of work among the staff after the reorganisation in the Office of the Commissioner, Endowments Department. Under the changed set up of the department, the Commissioner, Endowments Department, Hyderabad, is assisted by 11 Gazetted Assistants including two Joint Commissioners, two Personal Assistants (Deputy Commissioner grade), one Vigilance Officer (Deputy Commissioner grade), one Executive Officer, one Stapathi, one Agama Sastra Pandit, Assistant Commissioner (Headquarters), Special Officer and Jewellery Verification Officer in the discharge of his duties and performance of his functions entrusted under the provisions of the Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Act XVII of 1966 so as to administer the affairs of about 34,020 religious





institutions in the State. The officers like the Executive Engineer for Works, the Stapathi for Production Centre, the Vigilance Officer, Agama Sastra Pandit for Religious Advisory Council would function independently but under the direct control of the Commissioner.

The Joint Commissioner (Services) and Joint Commissioner (General) are the penultimate authorities below the Commissioner who are directly assisting the Commissioner besides discharging their respective duties and functions entrusted by the Government under the provisions of the Act of 1966. The Joint Commissioner (Services) is directly incharge of administration of the institutions in Guntur, Visakhapatnam, Srikakulam districts and Hyderabad division¹ which comprises of ten districts. He will also look after general establishment matters of Gazetted and non-gazetted staff, compilation of basic data of temples and maths and also Sarojini Devi Trust and Yogi

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1. The Hyderabad division includes the districts of Adilabad, Hyderabad, Khammam, Karimnagar, Mahabubnagar, Medak, Nalgonda, Nizamabad, Ranga Reddy and Warangal.



Vemana Institute and service matters of Engineering Branch. Similarly, the Joint Commissioner (General) is not only the incharge of the administration of the institutions in Kurnool and Kakinada divisions but also supervise accounts branch, stores and vehicles, etc. It is observed that the reorganisation of the department has not given the desired results because of dearth of competent and motivated staff in adequate number.

It is distressing to note that many temples in the State are in deep financial straits. As a result, these temples do not have necessary funds even for meeting the expenses of the daily temple rituals and other pujas. Further, many temple lands are illegally occupied and the tenants do not have pay their dues properly. After seeing the irregularities and maladministration of temples in the State, the Government constituted the Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Commission in April 1984 under the Chairmanship



of Justice Challa Kondaiah¹ to make a comprehensive study into the functioning of religious institutions in the State.

The terms of reference of the Endowments Commission are to:

- 1) make an indepth study into the mismanagement of temple funds;
- 2) examine the circumstances that led to the passing of large extent of Government temple lands meant for public purpose into the hands of third parties;
- 3) study comprehensively all aspects pertaining to charitable and Hindu religious institutions including the TTD; and
- 4) suggest measures to be taken by the Government to restore possession of the lands to the temple or the Government and make recommendations for all round development of religious institutions in Andhra Pradesh.

The Commission was initially expected to submit its recommendations to the State Government by May 1985.

1. The State Government constituted the Endowments Commission through G.O.Ms.No.729, Revenue (Endowments-III) Department, April 30, 1984.



However, the Government gave an extension of about six months time and the Commission is expected to submit its report by November 1985.

MUSLIM CHARITIES

Next to Hinduism, Islam is the religion professed by the largest segment of the population of India. The total number of Muslims in the world is about 600 million and they constitute about one-seventh of the entire population of the globe¹. Muslim population in India has crossed the 100 million mark at the end of December 1982². Some States like Uttar Pradesh and Bihar, where the Muslims are concentrated, have registered substantial growth in the past one decade. Islam was founded by Hazarath Mohammad in the beginning of the Seventh Century A.D. Muslims believe Allah as their God and

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1. Suda, J.P., 'Religion in India, A Study of Their Essential Unity', Sterling Publishers (P) Ltd., New Delhi, 1978, p.281.
 2. This was revealed in a report presented to the Seventh All India Muslim Educational Conference held in March 1983 at New Delhi. The Hindu, April 1, 1983.



Quoran is their holy book. Muslims respect saints (Pirs) and visit Dargas particularly on the occasion of their anniversaries called Urs. The Mosques are an important Muslim religious institutions that have flourished over the years in the State of Andhra Pradesh. The arabic term Masjid denotes the mosque. 'Masjid literally means a place where one prostrates oneself or in other words completely surrenders himself to God¹. The mosque is a place of public worship and prayer for the muslims.

In the early days of Islam, the mosque was the centre of political, religious and social life of its followers. The mosques in India had sufficient movables and immovable properties which were voluntarily donated by the people professing Islam for the cause of service and charity. There were occasions in various States where muslim properties and their incomes were misappropriated and misused. It was widely felt that there was need to administer

1. Desai Ziauddin, 'Mosques of India', Publications Division, Ministry of Information and Broadcasting, New Delhi, p.54.



the muslim wakf properties in the country and their funds for better use. The mosque like christian charitable organisation or Hindu religious institution had its own organisation and functionaries for the management of its affairs.

Management of Wakf Properties

There are about 42,000 Wakfs¹ in the State of Andhra Pradesh during the year 1983-84. Of them, 36,000 are in Telangana region and the rest 6,000 in Andhra region. In Hyderabad alone, there are 2,692 Wakfs with an annual gross income of Rs.12.21 lakhs. There are four outstanding mosques in Hyderabad². The administration of wakf properties is governed by the Central Wakf Act 1954. This Act is in operation all over India except in the States of Bihar, Gujarat and Maharashtra (excluding the districts of Aurangabad division), Uttar Pradesh and

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1. Wakf can be referred to when a person professing Islam makes a permanent dedication of any movable or immovable property for any purpose recognised by the Muslim Law and pious and charitable.
 2. Jami Mosque (1597), Makka Masjid (1617), Musheerabad Masjid and Toli Masjid.



West Bengal. The Musalaman Wakf Act of 1923 was replaced by the Central Wakf Act of 1954 and it came into force in the year 1955. The new Act has given the State Boards a more positive role in supervising wakf properties in all states and to ensure that the wakfs are properly maintained and administered and income duly applied to objects and purposes for which the wakfs were created.

Under Section 8 of the Wakf Act 1954, a Central Wakf Council (CWC) was constituted by the Central Government to advise the Wakf Boards of various states. The Council consists of a Chairman, who is normally the Union Minister in charge of wakfs. The other members consist of not exceeding 20 are appointed by the Central Government. Every State Board will have to pay one per cent of its aggregate annual income of the CWC. All monies received by the CWC as donations, and grants will be credited to the fund called 'Central Wakf Fund (CWF)' and this fund is under the control of CWC. Section 9 of the Act provides the establishment of Wakf Boards in all the states by their respective Governments. The Wakf Board



is a Body Corporate having perpetual succession and a common seal with power to acquire and hold property and to transfer any such property subject to such conditions and restrictions as may be prescribed¹.

The Board will have a Chairman who is elected by the members from amongst themselves. There are 11 members in the case of a State Board and the Union Territory of Delhi and five members in the case of any other Union Territory. The members of Board are appointed by the State Government from the members of the State Legislature and persons having knowledge of Muslim Law and experience in the administration and finances of muslim charities. The members of the Board shall hold office for five years.

The general superintendence of all wakfs in a state shall vest in the Board. The State Board can also establish committees for the supervision of wakfs either generally or for a particular purpose. A Secretary to the Board who shall be a muslim would be

1. Wakf Laws in Andhra Pradesh, Asia Law House, Hyderabad, 1972, p.12.



appointed by the State Government in consultation with the Board. He is the Chief Executive Officer of the Board and shall be under the administrative control of the Board. He should be an Officer of the State Government in the rank of Deputy Collector or a person holding equivalent post. The Chairman and the Secretary of the Board shall have the power to jointly operate the bank account. Various books of accounts and registers are maintained in the Board's Office in connection with the wakf fund and other incomes. The accounts of the Board are properly audited and the auditor's report is submitted to the State Government.

Every wakf is registered at the Office of the Board. Every Mutawalli¹ of a wakf will prepare a budget having the estimated receipts and expenditure for the next financial year and submit it to the Board for approval. The accounts of wakfs submitted to the Board are to be audited annually. Section 39 of the Wakf Act 1954 provides for the creation of

1. Mutawalli is a person appointed either verbally or under any deed or instrument to administer any wakf property.



Reserve Fund from the income of a Wakf for the purpose of making provisions for the payment of rent, cess, rates and taxes, etc., due to the Government or any local authority. The Mutawalli of every wakf will pay annually to the State Board a contribution of not exceeding six per cent of the net annual income of the wakf. No contribution shall be payable by wakf whose annual income does not exceeds Rs.100. All monies received by the Board as donations and grants shall form as a fund to be called the 'Wakf Fund'. This fund is under the control of the Board. The Board shall prepare a budget for the next financial year and submit it to the State Government. The Central Government can issue directions to the States on the matter of policies to be followed by a Wakf Board. The State Government can also give general or special instructions to the Board as and when necessary in the interest of the proper preservation of wakf properties.

The Government of Andhra Pradesh had formulated some rules in the year 1974 to carry out the purposes of the Act of 1954 more effectively. According



to the modified rules, the Wakf Board could invest the surplus funds, which were not required for expenditure during a year in the following portfolios: (1) in promissory notes, debentures, stocks or other securities of the Central Government or State Government, (2) in stock or debentures or shares in companies, the interests wherein have been guaranteed by the Central Government or State Government, (3) in debentures or other securities for money issued by any local authority under the authority of any Act of legislature, and (4) in fixed deposits for a period not exceeding three years in scheduled banks, etc.¹

There are about 23 District Wakf Committees in the State and there is a President and members for each committee to manage the affairs of the wakfs of every district. The income of Andhra Pradesh Wakf Board during the year 1979-80 was about Rs.8.79 lakhs against Rs.2.62 lakhs in 1972-73². The Wakf Fund constituted the major item of the total income

1. Wakfs Laws in Andhra Pradesh, op.cit., p.65.

2. The latest data was not available.



of the Wakf Board. The expenditure of the Wakf Board for 1979-80 was Rs.7.97 lakhs against Rs.2.78 lakhs during 1972-73. The pay and allowances was the main item of the total payments of Board.

It is found that thousands of acres of land of Wakfs in Andhra Pradesh had been on unauthorised encroachment. The State Government is in fact helpless in getting mosque property cleared of encroachments because it has not been possessed with adequate powers to act upon.

A comprehensive bill aimed at toning up the Wakf administration was introduced in Parliament by the Law Minister on May 9, 1984. The bill sought to amend the Wakf Act, 1954 and will ensure the uniformity of Wakf legislation throughout the country¹. The Wakf (Amendment) Bill 1984 which is based on mainly on the recommendations of the Wakf Inquiry Committee constituted by the Government of India. The new bill envisages greater powers to the State Governments for control and supervision of wakfs and to improve restrictions

1. The Hindu, May 11, 1984.



on the alienation of wakf properties. It provides for the appointment of experienced I.A.S. Officers as Wakf Board Commissioners in the States. The Commissioner shall be ex-officio Secretary of the Wakf Board. It also provides for the creation of tribunals for speedy settlement of disputes relating to wakfs. It is hoped that the proposed set up of the administration of Wakf Boards would ensure better working and fulfil the goals for which these Boards were created.

DEVELOPMENT OF CHRISTIAN MISSIONARIES

The Christian charitable and religious institutions are very popular in India for over a century. The credit for the establishment of various famous hospitals and educational institutions in the country goes to the Christian Missionaries whose activities are highly diversified in all the States. Christian Missionaries consider the service as their main motto and they are designed to provide education by establishing schools and colleges. Some of the American Missionaries displayed great enthusiasm in spreading



English education in India. Gradually, they opened many English Medium Schools and Convents all over the country. The credit for pioneering the cause of female education goes to Christian Missionaries. The education work of the missionaries is highly appreciable and rewarding to them. 'American Missionaries and their supporting agencies carried on their work without seeking wider publicity and acclaim and worked in relatively remote parts of sub-continent among the depressed classes and tribal people and were largely cut off from the Government circles and the upper classes in India'¹. It was in the year 1813 that the American Missionaries began their work in India. By the year 1910, the missionary activity had been expanded to different states through establishing hospitals, providing modern educational facilities to the children and rendering relief to the poor and destitute.

In the initial stages, the American missionaries in India had to face many difficulties because

1. Pathak Sushil Madhava, 'American Missionaries and Hinduism', Munshram Manoharlal, New Delhi, 1970, p.52.



of the hostile policy of the State Governments towards the missionary activity. Until 1827, the Bombay mission was the only American Mission on Indian soil. Since 1830 onwards, greater flow of American missionaries to India began. In 1834, the American Presbyterian Mission was started at Ludhiana. By 1870, they had almost a net work of mission stations stretching from Allahabad in the East to Peshavar in the West. In 1840, a mission was formally started at Nellore in Andhra Pradesh. From 1813 to 1870, it could be rightly called the period of establishment and expansion of American Protestant Missions in India. The main provinces where they concentrated were Bombay and Madras presidencies, the North-Western provinces, Punjab and Assam. Money was sent to India to carry on the work of missionaries. The American missionaries were completely absent in such provinces as Bengal, where the British missionaries were already working actively. Their missions were generally located in the mofussil and rural areas where they could provide free education and evangelical work. American Protestant Missions during the period though relatively



smaller in number than the British, had functioned effectively.

The interest of the missionaries in education and social work had increased and they made significant contribution to the development of society. Their intention was to set India on a path of progress through diffusion of christian ideas and western knowledge. Schools, dispensaries, orphanages and leper asylums were the manifestations of their religious and social philosophy. The literary work of missionaries helped in the development of the Indian press and the growth of many Indian languages. As Nehru pointed out 'The missionaries tackled some of the minor and underdeveloped languages and gave them shape and form, compiling grammars and dictionaries for them. They even laboured at the dialects of the primitive hill and forest tribes and reduced them to writing. The desire of the christian missionaries to translate the Bible into every possible tongue thus resulted in the development of many Indian languages'¹.

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1. Nehru Jawaharlal, 'The Discovery of India', The John Day Company, New York, 1946, p.318.



Role of Missionaries

Missionaries in India play an important role in the promotion of educational and medical facilities and in the upliftment of poor and downtrodden. There are number of missionaries in India having their headquarters in foreign countries. The American Board of Commissioners for Foreign Missions (ABCFM) has a net work of stations in Bombay, Madras, Ahmedabad, Nainital, Satara, Siripur, Sholapur, Madhura, Dindigul, Kodaical, Lucknow, Morabad, and Bereilly. Along with preaching of their religion, educational and welfare work was also carried on in these missionaries. In the realm of social reform, the missionaries evinced a growing interest in the progress of Indian women. Missionary activity in conjunction with western liberalism provided an impulse for carrying on the agitation to improve the lot of Indian women. The missionaries aroused the conscience of Indian reformers to the need of women education in India and they also desired to teach dignity of labour, virtues of self-reliance and self-help. They made notable efforts for the alleviation



of physical sufferings of the Indian people - men, women and children.

The activities of American missionaries no doubt contributed a great deal to the material progress of India as well as to the promotion of friendly relations between India and the U.S.A. The missionaries took part in activities aimed at alleviating social misery and promoting social reforms. Indian agencies also have contributed to remove the sufferings of the people and they came out with large donations and cooperated vigorously with missionaries in building hospitals and dispensaries. The Christian missionaries also have taken their religion to the Asian and African countries.

The removal of the ban on missionary activity by the inclusion of the missionary clause in the Charter of the East India Company served to encourage the American missionary activity in India. The missionaries have increased their activities in the country to infuse the spirit of evangelism among the christians and to promote the spirit of self respect



among the Indian christians and to establish educational institutions in the country for the benefit of depressed classes and this has gradually gathered momentum in progressive Hindu circles. The work of missionaries among the out castes gave the Hindu reformers an inspiring idea and practical guidance. The christian missionaries have been responsible for civilising different tribes of people and making them educated, providing them hospitals, transport and modern ways of life. Their educational efforts are also inspired with the social gospel. The missionaries have believed in the democratic ideals of education. Many prominent non-christians like late Dr.S. Radhakrishnan, Sir Shanti Swarup Bhatnagar were the products of the Christian Colleges. The Christian Colleges inspired Indian religious leaders to establish colleges on missionaries' principles.

Management of Missionaries

The Catholic Bishops Conference of India (CBCI) the permanent association of catholic hierarchy of India was constituted at Bangalore in September 1944.



Its purpose was to provide social and educational service in India along with the gospel of christianity. The CBCI was registered under the Societies Registration Act XXI of 1860 (Punjab Amendment Act, 1957) in the year 1973. A Standing Committee was created which acts as the Administrative Board and is composed of a President and a Secretary General. Besides, Archibishops were functioning at different metropolitan cities in India¹. The Standing Committee meets at least once a year mainly to see that the decisions, resolutions and recommendations of the CBCI are duly implemented. The General Body Meetings of the Conference are held once in every two years while extra ordinary meetings are according to the necessity. The CBCI Head Office was transferred from Bangalore to New Delhi in the year 1962. Four national institutes were sponsored by the CBCI at

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1. Archibishops were functioning at Agra, Bangalore, Bhopal, Bombay, Calcutta, Cuttak, Bhubaneswar, New Delhi, Ernakulam, Goa-Damn, Hyderabad, Madras, Madurai, Nagapur, Pondicherry, Cuddalore, Ranchi, Shillong, Guwahati, Trivendram, Changancherry and Verapoly.



different places in India¹. These institutions were serving to the cause of education and social service in the country.

The catholic christian institutions are situated in the State of Andhra Pradesh and they are brought under 10 blocks² to ensure better administration. Each block works as a semi head office of the area concerned and there are four or five taluks under each block. Table 1.2 indicates the particulars of the number of personnel working in various Christian missionaries, hospitals and orphanages at all the blocks in Andhra Pradesh in 1979-80³. There were about 169 and 1,491 brothers and sisters respectively working in various hospitals. Orphanages were opened by the missionaries in which over 16,576 inmates were accommodated. There were 132 dispensaries in all the blocks with a capacity of 3,629 beds. The services rendered by these

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1. Caritas India, New Delhi (1962), St. John's Medical College, Bangalore (1963), National Biblical Catechetical and Liturgical Centre, Bangalore (1967), National Vocations Service Centre, Pune (1971).
 2. CBCI blocks are located at Eluru, Guntur, Hyderabad, Cuddapah, Kurnool, **Nalgonda**, Nellore, Vijayawada, Visakhapatnam and Warangal.
 3. The latest data was not available.



TABLE 1.2 : CHRISTIAN MISSIONARY STATIONS (BLOCK-WISE) AND PERSONNEL WORKING DURING 1979-1980

Sl. No.	Particulars	Cuddapah	Eluru	Guntur	Hyderabad	Kurnool	Malgonda	Nellore	Vijaya- wada	Visakha- patnam	Warangal	Total
1	Parishes and Stations	29	31	42	35	30	22	28	43	36	35	331
2	Priests	14	28	28	50	52	10	8	33	40	22	285
3	Diocesan Priests	35	26	67	45	-	25	34	50	44	27	353
4	Brothers	4	6	13	42	5	-	2	43	33	21	169
5	Sisters	76	153	354	-	102	-	124	391	291	-	1,491
6	Seminarians (Major)	21	19	57	52	20	102	88	20	-	28	407
7	Catechists	-	353	-	-	-	-	-	476	-	-	829
8	Mission Stations	303	698	345	83	365	234	290	817	880	523	4,458
9	Chapels and Prayer Huts	-	566	-	-	-	-	671	-	-	-	1,237
10	Press	-	-	1	1	-	-	1	2	-	-	5
11	Associations	4	-	8	13	5	2	3	23	5	4	67
12	Publications	-	-	-	3	-	1	1	6	-	-	11
13	Orphanages and Hostels	8	19	22	12	15	13	16	36	17	28	186
14	Inmates and Hostels	908	1,632	1,620	1,037	1,200	1,124	1,170	3,164	2,532	2,189	16,576
15	Hospital and Dispensaries	10	10	22	14	7	13	16	17	7	16	132
16	Beds	150	620	609	371	196	109	252	842	NA	480	3,629
17	Creches	-	4	-	-	1	-	-	2	2	-	9

Source : The Catholic Directory of India, CBCI Centre, New Delhi, 1980.

missionaries were quite useful to the poor and destitute. Huge amount of money is required to run these centres. The funds were usually mobilised from foreign countries and through collecting small amounts from the inmates and contributions, donations received from the benefactors.

The Archdiocese of the Catholic Bishops Conference of India based at Hyderabad, coordinates all the welfare activities of all 10 blocks in the State. He ensures better service to the poor and needy both in rural and urban areas. The programmes like economic upliftment, agricultural development, animal husbandry, mother and child health programmes, self-employment schemes, community and social service, educational training and support of destitute children are being undertaken by these missionaries in the State. There are many educational institutions and health centres set up by christian missionaries in the State. They are run with the funds received from abroad and through donations collected from donors and philanthropists, etc.



The Andhra Christian Council (ACC) is one of the 14 regional councils affiliated to the National Christian Council. The ACC was set up in the year 1913. Many associations and institutions have membership in the ACC¹. The Council is doing fruitful service to the cause of education and health of the needy and deserving.

SIKH RELIGIOUS INSTITUTIONS

The first date in Sikh history was 1469, the year in which the founder of the Sikh religion Gurnanak was born². The Sikh character and organisation were developed in the care of ten successive Gurus. The Sikh community holds its scripture called Guru Granth as a spiritual mentor equivalent to the Guru

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1. Andhra Evangelical Lutheran Association, South Indian Council, Canadian Baptist Mission, Telugu Baptist Council, South Indian Lutheran Council, Andhra Mennonight Brothern Mission, India Christian Mission, Telugu Church Council, Methodist Excikopal Church, Nandial Mission, Metropolitan Mission, Union Mission and T.B.Sanitorium, Christian Literature Society, Bible Society, Youngmen's Christian Association, National Missionary Society, India Sunday School Union and Voice of the Gospel.
 2. Harbans Singh, 'The Heritage of the Sikhs', Asian Publishing House, New York, 1964, pp.14-15.



in person. Sikhism has a secular and institutional aspect with a tradition of having five centuries of social protest. The Sikhs, a small well knit community are unique people in the religious civilisation of the world. They are fewer than two per cent of the Indian population but their share in the country's life is by no means negligible. They form a substantial portion of the defence wing filling posts of responsibility and occupying high positions as officers. In the civil administration also, they hold many honoured jobs. They have shown notable enterprise in the field of automobile business. The Sikhs have a higher literacy percentage than any other Indian community barring Parsees and Anglo-Indians. Sikhs have their own colleges and schools. The Khalsa College at Amritsar, the premier institution is famous for its magnificent buildings and rich cultural tradition. There are Sikh Colleges in Delhi, Bombay, Patna and Calcutta and in almost all important towns in the State of Punjab.

There are about 300 Gurudwaras in the State of Punjab and Union Territory of Chandigarh and some



of them were heavily endowed with lot of properties donated by the rich Sikhs who stipulated that the funds should be used in perpetuation of the Sikh faith and for their religious activities. The Gurudwara endowments were looked after by the trustees. Many Gurudwaras had considerable incomes.

The Shiromani Gurudwara Parbandhak Committee (SGPC) owes its origin to the Gurudwara Sudher movement which started soon after the massacre at Jallianwala Bagh on Baisakhi Day 1919. Till 1920, the Gurudwaras were under the absolute control of Mahants who treated these shrines as personal property. Fabulous offerings were utilised by the Mahants not for the spread of their religion but on their personal pleasures. This had resulted in gross desecration of the sanctity of the Gurudwaras. Due to this, the Government had to interfere in the affairs of the Gurudwaras to stop the misdeeds of the Mahants.

Accordingly, in the year 1920, the Shiromani Gurudwara Parbandhak Committee was established and it took over all Gurudwaras under its management. In



1925, the Punjab Government enacted the Sikh Gurudwara Act, under which a sort of administration and control was established over the gurudwaras. The Gurudwara Act provides for the constitution of a Central Board and a Managing Committee for the SGPC. It also envisages to set up a judicial commission for resolving disputes concerning elections to the Board, the Committee and other related matters. At present, only the gurudwaras in Punjab, Haryana, Himachala Pradesh and the Union Territory of Chandigarh come within the purview of the Act. Elections to the SGPC which manages the gurudwaras in these areas are held under the auspices of a 'Gurudwara Election Commission' appointed by the Central Government. The income of the gurudwaras would roughly run into crores of rupees annually. The SGPC will appoint Grandhis (Priests) and Dharma Pracharaks. Jathedars of five sacred Takhts are also appointed by this Committee. It may be noted that the Government or any other organisation cannot normally interfere in any way in the SGPC management. The SGPC had nearly about 2,500 employees on its pay role during 1982-83¹.

1. Indian Express, February 4, 1984.



The people of Sikh religion have been living in almost all major towns and cities in the State of Andhra Pradesh. They are famous in trade and commerce particularly in automobile industry. There are nearly about 30 Gurudwaras in the State. The administration of these gurudwaras is run by the local committees constituted for the purpose. The funds for the maintenance of the gurudwaras are collected from the local residents and devotees and other donations received from the rich sikh people. A revenue and expenditure account is prepared by the treasurer of the gurudwara concerned and submit the same to the members of the committee for approval. Most of the gurudwaras are running educational institutions and libraries for the welfare of the people of Sikh religion and imbibe the prophets of Sikh religion. The Gouliguda Gurudwara at Hyderabad is a famous one in the State which has been running a school and a library for the benefit of residents of that area.

Following are the observations and suggestions of the above study. There are mainly four religions in the State, i.e., Hinduism, Islam, Christianity and



Sikhism. The institutions of different religions play a significant role in the promotion of education, culture and medical relief and advancement of welfare of the public.

It is observed that the State Government of Andhra Pradesh has been providing adequate financial assistance from the Common Good Fund to the temples in the State for their renovation and improvement. It is appreciable to note that the CGF Committee has a very ambitious programme of surveying and renovating all the temples in Andhra Pradesh. It may be suggested that rich philanthropic public should help the State Government in this noble endeavour.

It is noticed that there is a move from the State Government to amend the Land Tenancy Act so as to exempt temple lands from its purview and dispose them of in public auction. This will naturally cause great concern among the small cultivators. It is proposed that the lands of religious institutions will be sold at market value and invest the sale proceeds in interest yielding deposits in commercial banks with



a provision for spending the interest only for the maintenance and fulfilment of the objects of the institutions. This proposal is neither suggestive nor helpful to anyone. Such a step would deprive the livelihood of about 80,000 families who are dependent on 4.60 lakh acre of lands owned by the Hindu Charitable and Religious Endowments Department in the State.

As a matter of fact, the rulers and well to do people in ancient times donated lands and other properties to the temples for their maintenance. The lands in reality belong to the temple deities. This aspect seemed to be ignored by the State Government. Once the fixed assets are sold away, future Governments may appropriate the money and the temples will be denied of lands and money apart from the loss of increased value that will accrue in future. Therefore, it is suggested that the Government should withdraw the proposal for amending the Land Tenancy Act and ensure protection to the interests of the poor tenants. However, it is desirable that the tenants should not be allowed to enjoy lease hold



rights in lands and buildings of religious institutions for more than five years.

It is observed that there are vacant sites in the custody of several temples in urban areas in the State. It is suggested that the trust Boards of various religious institutions may construct buildings like commercial complex in urban sites belonging to temples and other charitable institutions and give on lease to the shops and business establishments in view of their high potential value so as to derive proper and due income to these institutions.

At present, the Executive Officers or the Managers appointed under the Act of 1966 were entrusted with the collection of money due to the institutions and custody of valuables, jewels, etc. They were empowered to incur expenditure and also operate bank account. It is found that there had been huge malpractices committed by these officers. It is suggested that it is necessary that the powers of the Executive Officers of the temples should be restricted by imposing certain checks and balances. It is also



desirable to involve the trustees more in the administration of the temples and making them responsible for the lapses. It is further observed that there were complaints of thefts of idols from small temples located in isolated places. It may be suggested that the Government should tighten the security by involving the Trust Board members. It is laudable to note that the Government is considering to establish a Vigilance Cell under an Officer of Joint Commissioner's rank to prevent mismanagement and corruption of temple funds¹.

It is observed that there has been a practice that some honorarium is allowed to be paid to the hereditary trustees in some temples. It is suggested that the Government may evolve proper guidelines for fixing such honorarium on uniform basis and this may be introduced in all the temples in the State provided they have adequate income.

It is found that some of the religious institutions were incurring heavy expenditure on the suits

1. Indian Express, April 15, 1985.



filed in Courts against tenants and others and this was undoubtedly a financial burden. With a view to provide financial relief to the religious and charitable institutions in respect of litigation, it is suggested that a scheme may be evolved under which the payment of court fee stamps may be exempted in respect of the suits filed in courts on behalf of the religious institutions.

It is found that many temple lands were illegally occupied and the tenants do not pay their dues properly. After seeing the irregularities and maladministration of temples in the State, the Government has appointed a Commission of Inquiry in July 1984 under the Chairmanship of Justice Challa Kondaiah. The Commission is expected to make an indepth study into the problems and issues of temples and to make suggestions for better and effective administration of temples in the State. The Commission is expected to submit its report to the Government by November 1985.

At present, the Endowments Department of the Government is under the control of the Commissioner



who is assisted by 11 Gazetted Assistants including Joint Commissioners and Deputy Commissioners. It has got four Divisional Offices headed by Deputy Commissioners at Hyderabad, Guntur, Kakinada and Karimnagar. The Government is considering to set up these offices also at Vijayawada and Warangal for making the administration more effective. It is observed that the greatest drawback this department had suffered in the recent past was the frequent change of the Head of the Department, i.e., Commissioner. It is suggested that the Government should allow a Commissioner to continue in office for about four or five years to acquire familiarity with the issues of the Endowments Department. Longer the tenure, greater the possibility that the person holding the post develops some degree of commitment to the department he serves. It also gives him an opportunity to plan and execute his ideas during his tenure. It may be suggested that the post of the Commissioner of Endowments Department should be redesignated as the Director of Endowments on par with the existing directors of different Ministries like



Agriculture, Fisheries, Marketing, Printing and Stationery of the State Government.

After Hinduism, Islam is the religion professed by the largest segment of the population in India. The mosques in India have sufficient movable and immovable properties which were donated by the people professing Islam for the cause of service and charity. The administration of Wakf properties in the country is governed by the Central Wakf Act, 1954. There were about 42,000 Wakfs in the State of Andhra Pradesh in 1983-84.

The supervision of all Wakfs shall vest in the State Wakf Board. It is observed that the income of the State Wakf Board is very meagre when compared to its properties in the State. The rents realised on buildings and other properties of the Wakf Board are found meagre. It is suggested that the rates of rents should be revised as the existing rates were fixed nearly over ten years back. This matter is to be looked into and necessary steps are taken to augment the revenue of the State Wakf Board.



It is found that in Andhra Pradesh, thousands of acres of land of Wakfs had been on unauthorised encroachment. The State Government is in fact helpless in getting mosque property cleared of encroachments because it has not been possessed with adequate powers to act upon. This problem could be solved when the State Wakf Boards are given sufficient magisterial powers for removing wrong encroachments by unauthorised people and agencies. It is also suggested that the State Wakf Board should set up three Divisional Wakf Board Offices one each in Coastal Andhra, Rayalaseema and Telangana areas. This will ensure in bringing about coordination among all District Wakf Committees.

At present, the missionary institutions are managed by the churches according to their own regulations and customs. It is observed that there is no special legislation to regulate their activities in the State. It is suggested that a comprehensive enactment may be brought out by the Government to streamline the operations of the Christian missionaries



in the State for ensuring better administration and their useful service to the society. It may be further suggested that the Government may constitute a 'Supervisory Body' to look into the management of missionary institutions and their properties in the State. The proposed state 'Supervisory Body' may consist of representatives of the State Government, Christian Missionaries and other welfare organisations.

There are about 300 Gurudwaras in the State of Punjab and Union Territory of Chandigarh. They have considerable income which would run into crores of rupees annually. The Shiromani Gurudwara Parbandhak Committee will manage the affairs of the Gurudwaras. It is observed that the Sikh Gurudwaras in Punjab and their properties were misused in the recent past by some vested interests. It is suggested that the Government of India should change the management pattern of gurudwaras to prevent their misuse. The Gurudwara Act of 1925 provides for the control of the shrines by the SGPC and the Government cannot usually



interfere in the affairs of the gurudwaras. This has led to the centralised control of SGPC over the gurudwaras. It is suggested that the Act of 1925 should either be scrapped or modified for diffusing the present centralised control while ensuring proper management system for each of the historic gurudwaras. It is also suggested that the Government may also prepare the draft of an All India Gurudwara Act and circulate it to elicit the opinion of the Sikh community in Punjab and other States.



APPENDIX 1.1 : REVISING INCOME LIMITS OF RELIGIOUS INSTITUTIONS

Annual income of the Institution	Grade of Officer to be appointed as Executive Officer
1) Exceeding Rs.10 lakhs	- Deputy Commissioner
2) Exceeding Rs.4 lakhs but not exceeding Rs.10 lakhs	- Assistant Commissioner
3) Exceeding Rs.2 lakhs but not exceeding Rs.4 lakhs	- Grade I, Executive Officer
4) Exceeding Rs.1 lakh but not exceeding Rs.2 lakhs	- Grade II, Executive Officer
5) Exceeding Rs.75,000 but not exceeding Rs.1 lakh	- Grade III, Executive Officer
6) Exceeding Rs.50,000 but not exceeding Rs.75,000	- Grade IV, Executive Officer
7) Exceeding Rs.10,000 but not exceeding Rs.50,000	- Grade V, Executive Officer

Source : Office of the Commissioner, Endowments Department, Government of Andhra Pradesh, Hyderabad.



APPENDIX 1.2 : LIST OF RELIGIOUS INSTITUTIONS
UNDER 6(a) OF 1966 ACT

- 1) Sri Venkateswara Swami and Sri Kodandarama Swami Temple, Thotapalli, Parvathipuram Taluk
- 2) Sri Suryanarayana Swami Temple, Arasavalli, Srikakulam District
- 3) Mansas Trust, Vizianagaram
- 4) Sri Varahalakshmi Narasimha Swami Temple, Simhachalam, Visakhapatnam District
- 5) Sri Venkateswara Swami Temple, Port, Visakhapatnam
- 6) Sri Kanakamahalakshmi Temple, Visakhapatnam
- 7) Sri V.V.S.S.N.Devasthanams, Annavaram
- 8) Sri R.V.B.S.Choultry, Kathipudi
- 9) Sri Maridammavari Temple, Peddapuram
- 10) Sri Nalamvari Choultry, Rajahmundry
- 11) R.V.B.S.Choultry, Peddapuram
- 12) Sri Jaganmohini Kesava Swami Temple, Ryali
- 13) Sri Veereswara Swami Temple, Muramalla
- 14) Sri Balaji Temple, Appannapalli
- 15) Sri M.S.N.Charities, Kakinada
- 16) Sri Bheemeswara Swami Temple, Draksharamam
- 17) Sri Lakshmi Narasimha Swami Temple, Antervedi
- 18) Sri Byraji Math, Kasapentapadu
- 19) Sri Venkateswara Swami Devasthanams, Dwaraka Tirumala
- 20) Sri Ksheera Ramalingeswara Swami Temple, Palakol
- 21) Sri Madanagopala Swami Temple, Ballipadu
- 22) Sri Rameswara Swami Temple, Achanta
- 23) Sri Someswara and Janardhana Swami Temple, Gunupudi
- 24) Sri Durga Malleswara Swami Devasthanams, Vijayawada
- 25) Sri Venkateswara Swami Temple, Labbipet, Vijayawada



- 26) Sri Venkateswara Swami Temple, Tirumalagiri, Krishna District
- 27) Sri Venkateswara Swami Temple, Jagannadhapuram, Gudivada
- 28) Sri Durga Nageswara Swami Temple, Pedakallepalli
- 29) Sri Bramaramba Malleswara Swami Temple, Pedakakani, Guntur District
- 30) Sri Jagannadha and Sri Venkateswara Swami Temple, Kothapet, Guntur
- 31) Sri Bhavanarayana Swami Temple, Ponnur
- 32) Sri Venkateswara Swami Temple, Vaikuntapuram, Tenali
- 33) Sri Gorantla Venkanna Trust, Thimmasamudram, Prakasam District
- 34) Sri Venugopala Swami Temple, Moolapet, Nellore
- 35) Sri Talpagiri Ranganadha Swami Temple, Nellore
- 36) Sri Panduranga Annadana Samajam, Stonehouse Pet, Nellore
- 37) Sri Udayakaleswara Swami Temple, Gandhavaram
- 38) Sri Mallikarjuna Kamakshi Temple, Zamnadara
- 39) Sri Penusile Lakshminarasimha Swami Temple, Penchalakonda
- 40) Sri Bramaramba Mallikarjuna Swami Devasthanams, Srisailam
- 41) Sri Mahanandeswara Swami Temple, Mahanandi
- 42) Sri Raghavendra Swami Math, Mantralayam
- 43) Sri Rayalaseema Trust, Anantapur
- 44) Sri L.N.S.T.Lakshmi Narasimha Swami Temple, Kadiri
- 45) Sri Kalahastiswara Swami Temple, Srikalahasti
- 46) Sri Vyasasram, Yerpedu
- 47) Sri Hathiraji Math, Tirupati
- 48) Sri Pedajeyanagar Math, Tirupati
- 49) Sri Chinajeyanagar Math, Tirupati
- 50) Sri Rajeswari Ammavari Devasthanams, Vemulavada, Karimnagar District



- 51) Sri Sita Ramachandra Swami Devasthanams, Bhadrachalam
- 52) Sri Sita Ramachandra Swami Devasthanams, Sitarambagh, Hyderabad
- 53) Sri M.E.M. Nizam Charitable Trust, Hyderabad
- 54) Sri Lakshminarasimha Swami Devasthanams, Yadarigutta
- 55) Sri Venkateswara Swami Temple, Pakem, Mahaboobnagar District
- 56) Sri B.V. Swami Temple, Annapureddipalli
- 57) Sri Mallikarjuna Swami Temple, Komaravelli, Warangal District
- 58) Sri Venkateswara Swami Temple, Jamalapuram, Khammam District
- 59) Sri Lakshmi Venkateswara Swami Temple, Manyamkonda
- 60) Sri Mallikarjuna Swami Temple, Ayinavole, Warangal District
- 61) Sri Ujjaini Mahankali Temple, Secunderabad
- 62) Sri Ganesh Temple, Secunderabad
- 63) Sri Ramgopal Trust, Secunderabad
- 64) Sri Bansilal Trust, Secunderabad
- 65) Sri Geevakarunya Sangam, Rajahmundry
- 66) Sri Brahmachari Bhavani Math, Vijayawada

Source : Office of the Commissioner, Endowments
Department, Government of Andhra Pradesh,
Hyderabad.



CHAPTER 2

HISTORY AND ORGANISATION OF THE TTD

Tirumala the abode of Lord Venkateswara is a place which draws large number of pilgrims from all parts of India and abroad throughout the year. The temple of Sri Venkateswara (Balaji) is situated at the top of the seven beautiful greenery covered hills at Tirumala in Chittoor district of Andhra Pradesh. The large image form seems to have been there from an unknown date. All that can be said is that the small stone temple was built to enshrine the image. The temple was constructed and developed by generation of royal devotees and commoners around the self manifested idol of Lord Srinivasa. It is one of the ancient and outstanding temples in South India. The temple of Lord Venkateswara has a hoary past and unique position compared to many temples in India.



HISTORY OF TIRUMALA TEMPLE

Sri Venkateswara Temple at Tirumala is a famous temple known throughout the world. The presiding deity of this temple is Sri Venkateswara, a Vyakta Avyakta Vishnu¹. Tirumala is actually a small town located on the seventh hill of the Lord of Seven Hills. The temple is in a basin formed of seven peaks namely Seshadri, Anjanadri, Garudadri, Venkatadri, Narayanadri, Vrishabhadri and Niledri in a bewitching sylvan. These hills give an appearance of a huge cobra lying at rest with the name 'Seshachalam'. The temple was known as Vrishabhachala in Kritayuga, Anjanachala in Tretayuga, Seshachala in Dwaparayuga and Venkatachala in the present Kaliyuga. Indian history particularly South Indian history is replete with many instances of how the kings and emperors offered their holy homage to the Lord of Seven Hills. The Lord is famously called as 'Yedukondalavadu' in the State of Andhra Pradesh, Balaji in North India and Srinivasa Perumal in Tamil Nadu.

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1. Sitapati, P., 'Art and Sculpture in Sri Venkateswara Swamy Temple, Tirumala', Ithihas, Journal of Andhra Pradesh State Archives, Hyderabad, 1980, p.4.



In such veneration, the Hill is held that the pilgrims resorting to the Pagoda prostrate themselves to the ground on first getting a sight of the range of hills connected with it¹. Tirumala means a sacred hill and Tirupati is a town at the base of the hill where pilgrims reach before going to the temple on the hill top. Lord Venkateswara on the Tirumala Hills is common to all worshippers of Hindu faith. The history of this famous temple shows that almost all the kings and emperors connected either directly or indirectly with the temple were concerned very much with the proper safeguard and utilisation of temple funds for the benefit of its devotees. In fact, the emperors who were also sincere devotees of the Lord tried their best to protect temple properties and revenues from plunder and ruins of invaders. The first mention of this shrine was made in 'Torkappium' a Tamil work of second century B.C. Chakravarthy Tondaiman seems to have had connections with Tirupati and its temples. It was only during the time of Vijayanagar rulers that

1. Stratton, G., Collector of Chittoor District, Report on Tirupati Pagoda', July 31, 1803.



that sincere efforts were made to maintain proper accounts of the temple funds. There were numerous inscriptional references to this effect that the king Vijayadeva Vikrama in 813 A.D. down to Sadasivaraya during 1540-60 A.D. were devoted to the Lord of the Hills. From about seventh century A.D., Buddhist influence was predominant in India and many cave temples like Ellora and Ajanta came to be constructed. The Gupta emperors contributed much to the spread of puranic faith and also in constructing the temples. In fact, Krishnadevaraya, the greatest of all Vijayanagar emperors seemed to have developed the temple by paying several visits. The statues of Krishnadevaraya and his consorts and that of Venkata-pathiraya in bronze were installed inside the temple as token of their munificent benefactions to this temple.

The history of the temple goes by the name 'Venkatachala Mahatyam' and is said to be the extract from puranas namely Varaha, Padma, Garuda, Brahmanda, Markandeya, Brahma and Seshadharma purana. The cluster of hills called Venkatachalam Hills, have long been



the most famous pilgrim spots in South India. Sri Venkateswara is known as the great giver of boons. Lord Vishnu himself has descended down from his celestial heights to Tirumala Hills to grace the people of Kaliyuga and shower on them all prosperities they seek. It is noticed that all the puranas together uniformly make that the temple is a holy place of self creation (Svayabhu) i.e., it is not a human foundation to begin with. The Trimurthis - Brahma, Vishnu and Maheswara and also Shakti though manifest in the Lord, the features of Lord Vishnu alone are visible in Lord Venkateswara. Such a unique combination of the features of Trimurthis reveals that God is an embodiment of Trinity in unity which is also the main feature of Indian life. If Indian civilisation and culture exhibit the features of unity amidst diversity, the Lord of Seven Hills is also a monumental example of its unity amidst diversity.

GEOGRAPHICAL FEATURES OF TIRUMALA TEMPLE

The main temple is situated in a picturesque group of hills in the eastern ghats at an altitude



of 3,000' above sea level with a maximum temperature of 96° F and a minimum temperature of 60° F. The eastern ghats which form the northern extremity of the presidency, run close to the coast turns into the interior after passing the River Krishna and then break up into a number of parallel range of hills. These hills are called Seshachalam Hills. Another range, more irregular and much lower in point of height proceeds northwards from the foot of the Mysore plateau and scatters itself through Anantapur and Kurnool districts. Tirumala is sometimes called 'Eguvatirupati' and the town with the rail head at the bottom of the Seven Hills is, however, called 'Diguvatirupati'. Both Tirupatis are in Chittoor district of Andhra Pradesh, an important State of Southern India.

Tirumala offers a bracing and congenial climate throughout the year which makes it possible for pilgrims to visit this place all round the year. The temple architecture and epigraphical reports disclose that many rulers and the kings have paid their homage to the Lord at this place. Some of the puranas dealing



with the holy shrine at Tirumala compare the range of hills to a huge cobra lying about at ease of which almost the end is marked by the great Siva shrine at Srisaïlam. At the back of the hood of the snake stands the hill of Tirupati and almost at the opening of the mouth again the great Siva shrine of Kalahasti. This puranic description is rather graphic and accurate although the features marked happen to be only the four holy places of Kalahasti, Tirupati, Ahobilam and Srisaïlam. This curious features probably had its own share in creating the peculiar impression upon people journeying from a distant place and is probably responsible for the names given which at first sight may seem fanciful. In the eastern ghats in Chittoor district, there is a cluster of hills with a range of seven principal peaks. Each of them sacred and each bearing a special name with great significance giving the appearance of a huge cobra lying at rest thus earning for it the name 'Seshachalam' after the legendary 100-headed Adisesha. There are innumerable legends in respect of every spot on the hills. There are also several theerthams at various places in the



hills - all of them being said to be sacred. The main among them are Swami Pushkarani, Papavinasanam, Akasaganga, Thumburakonda, Pandavatheertham, Gogar-bham and Vaikuntatheertham, etc. Tirupati, a Vaishnava sacerdotal, is known to Tamil literature by the name Vengadam and is one of the alternative names in holy parlance. The purana tradition concerning the origin of the temple at Tirupati is varied in character and voluminous. Tirupati on the plains is itself a pilgrimage centre with a famous temple of Lord Govindaraja. The famous Alivelumanga Temple of Sri Padmavathi, the consort of the Lord of Tirumala is at Tiruchanoor, a distance of 20 Km. from Tirupati.

There are four main routes leading to Tirumala. They are: two well laid asphalt motorable ghat roads and two foot-paths or sopana margas (flight of steps). One is from Alipiri and another from Srivarimettu on Chandragiri side. The foot-paths are electrified for the convenience and safety of the pilgrims and are maintained well. There are mandapams enroute the path ways serving as resting places. The path ways are patrolled by the local police and also by the TTD



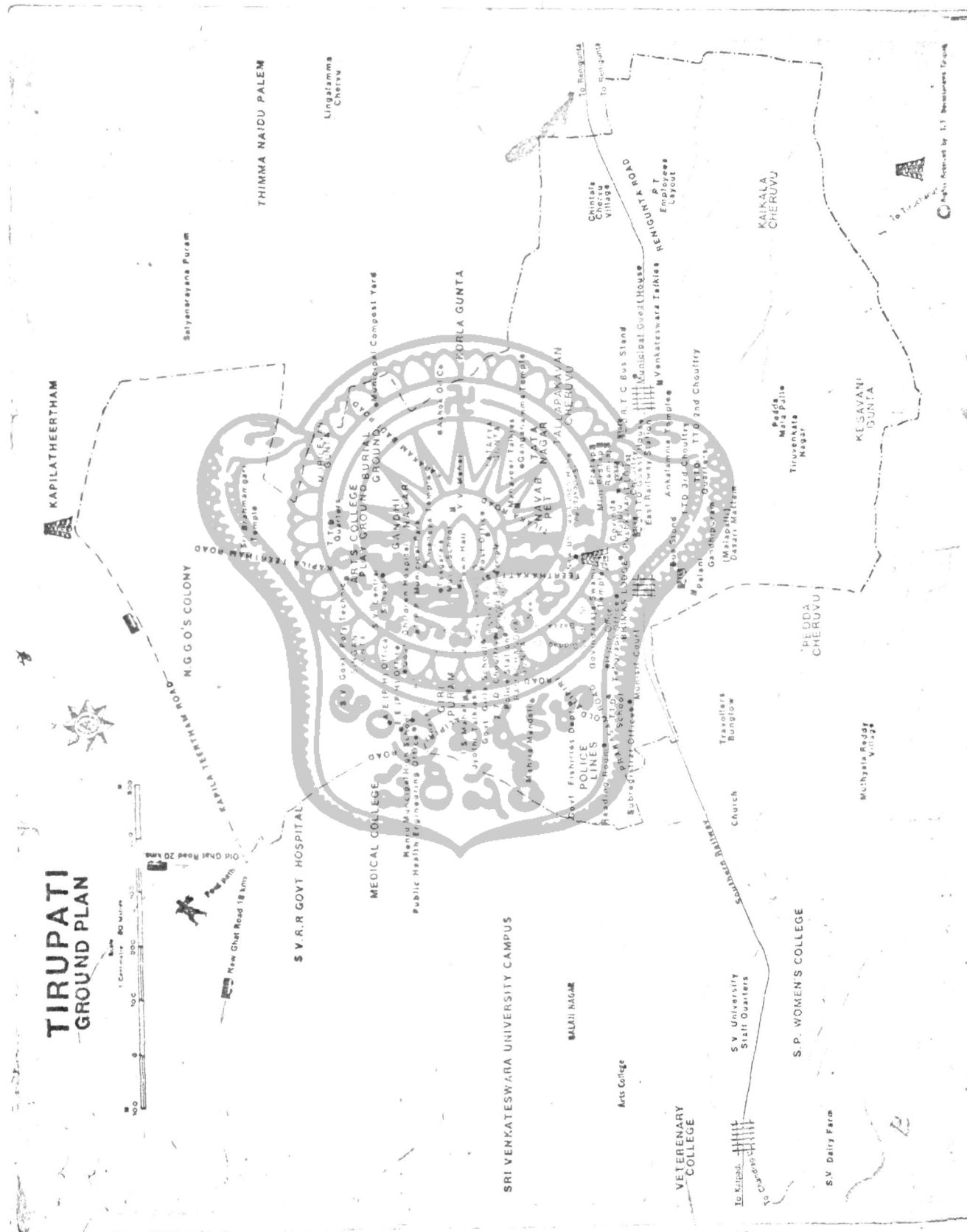
security personnel. Drinking water is provided along the pathways. The journey to Tirumala takes three to four hours by foot. Weak and disabled pilgrims used to travel by dholi, a sort of conveyance in a cradle borne by two persons throughout the route. This sort of conveyance disappeared from the time the buses began to ply on the first ghat road which was completed in the year 1944. Its length is about 19 Km. The second ghat road was laid and opened for the traffic in 1974. These ghat roads have resulted in attracting more and more pilgrims. Andhra Pradesh Road Transport Corporation buses are run in this route to carry the pilgrims. Journey by bus route will take an hour to Tirumala. There is another route leading to Tirumala from Mangapuram village, near Chandragiri Railway station and the ascent on the path way is only two miles from the foot of the hills. This path way is mostly used by the local people and traders. The ground plans for Tirumala and Tirupati are given in Figures 2.1 and 2.2 respectively.

The Government of Andhra Pradesh has accepted the proposal of the TTD in the year 1983-84 to build





FIGURE 2.2. : TIRUPATI GROUND PLAN



a rope way between Tirupati and Tirumala with a carrying capacity of 400 persons at a cost of Rs.1,300 lakhs. Under this project, the TTD wants a system which could transport about 48,000 pilgrims a day to Tirumala and back at the rate of about 3,000 an hour during the working period of 16 hours a day. It was also decided that the construction work of the rope way would be entrusted to a Japanese or West German firm. Further, the project would have to be cleared by the Government of India as it involves a sizable foreign exchange component. The project originally mooted in the year 1960 was dropped in 1979. After a considerable spade work, it was reconsidered in the year 1981.

The village Tirumala which was noted for malarial endemicity was freed from this scourage by the constant and vigilant efforts of the health organisation set up by the TTD two decades ago. At present, it has become a health resort in addition to being a pilgrimage centre of all India importance. Due to various facilities and amenities provided by the devasthanams, the village has developed considerably.



With the provision of protected water supply, modern sanitary and health facilities including drainage and complete eradication of malaria, Tirumala being a holy place became a health resort. With a view to make Tirumala area an ideal place for worship, the town planning scheme has been taken up. For the purpose of preparing the scheme, the village has been divided into five divisions and detailed layouts of the vacant sites adjoining the temple are separately prepared.

The resident population of Tirumala in the year 1983 was about 35,000. The village is confined to about 1.25 square miles around the Pagoda. Tirumala hills area has been notified as a village in 1964¹. The Government vested powers of sanitary control and civic administration with the Executive Officer who is

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1. Tirumala is a local area for the purpose of the A.P. (Andhra Pradesh area) Public Act 1939, G.O.Ms.406 (Panchayatraj) dt.20.4.1976. By virtue of the provisions of clause (ii) in Section 90(2) (b) the Executive Officer of the TTD, functions as the Executive Authority for Tirumala Panchayat and as local authority for the purposes of A.P. (Andhra Pradesh area) Public Health Act 1939 (vide G.O.Ms.1212 P&H) dt.29.12.1976 under the A.P. G.P. Act 1964. Further, house tax and professional tax are levied at Tirumala.



executive authority for the Tirumala hills area¹.

During the year 1979-80, the administration of Tirumala village was transferred from the control of the Health Officer and is now put under the supervision of the Reception Officer-III. In addition to the panchayat administration, the Reception Officer-III has also been entrusted with the collection of rents from the TTD employees occupying TTD quarters and other buildings at Tirumala. With a view to have

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1. The Government had extended some of the provisions of District Municipalities Act as per G.O.No.3601 PH, dt.31.8.1949 to make ample provision for the TTD management to take effective steps to remove encroachments and improve sanitation and carry out further improvements to water supply and drainage schemes. Under Section 27(2)(ii) of the Tirumala Tirupati Devasthanams Act 1979, all references to a Gram Panchayat, the Sarpanch, Executive Officer or Executive Authority, thereof in the Andhra Pradesh Grama Panchayat Act 1964 and all references to local authority, Executive Officer in the A.P. (Andhra area) Public Health Act 1939 shall subject to the provisions of clause 3 and 4 be construed as references to the Executive Officer in Tirumala hills area. Under the provisions of section 8(w) of the H.R & C.E. Act 1951, the powers and functions of the Panchayat President are conferred on the Executive Officer of the TTD for the purposes of effective sanitary and civic control.



proper civic control over the area, the provisions of various Acts have been extended to Tirumala¹. The Tirumala hills area is being maintained and managed by the TTD and its expenditure is being met from the general funds of the devasthanams. The Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Act of 1966 used to apply to the Tirumala hills till a new Act called the TTD Act 1979 came into existence. With the enactment of separate Act for the TTD, various Acts have ceased to apply to the TTD². The new TTD Act 1979 specifically applies to the temples, educational and other institutions specified in the first and second schedules which are furnished in Appendices 2.1 and 2.2.

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1. The A.P. Gram Panchayat Act, District Municipalities Act, Madras Public Health Act and Madras Prevention of Food Adulteration Act.
 2. The A.P. (Andhra area) Endowments and Escheats Regulation 1817, The Religious Endowments Act 1863, The Charitable Endowment Act 1890, The Charitable and Religious Trusts Act 1920, Section 92 and 93 of the Code of Civil Procedure 1908 and The Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Act 1966.



MANAGEMENT OF TTD BY KINGS AND RULERS

Religious and charitable institutions in India came under the special protection of the royal kings from early times. It was clear from various historical records that the Hindu rulers exercised supervision over the temples. The rulers of the country asserted their right to visit the institutions and redress the problems in the management. The proper maintenance of the temples and the administration of their endowments had always been considered as one of the primary functions of the rulers. The kings exercised the control over the religious institutions and endowments through their officers. The temples of Tirumala and Tirupati were directly under the successive control of the kings and emperors of different regimes. There were numerous inscriptions referring to the receipt of a stream of royal benefactions by the temple from 813 A.D. to 1550 A.D. Tirumala temple from the days of Pallavas of Kancheepuram, Cholas of Tanjavore and Pandayas of Madhura and the kings of Vijayanagar dynasty were the devotees of Lord Venkateswara. In fact, Krishnadevaraya seemed to have



administered the Tirumala temple by paying several visits and had shown keen interest for its development. The TTD was administered by different kings and rulers at different periods¹.

After the fall of the Hindu kings and their empires, the temples came under the sway of Nawab of Arcot. The Nawabs managed the affairs of the temple with all diligence required. The Marath General Ragoji Bansley presented valuable jewels to the Lord which are still preserved. The rulers of recent origin i.e., Mysore and Cadwal had also presented valuable ornaments to this Lord. With the advent of the

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1. The TTD management was under the rule of Vijayanagar kings during 1509-1529 A.D.

The TTD management was under the rule of other kings during 1529-1650 A.D.

The TTD management was under the Muslim Rule during 1650-1800 A.D.

The TTD management was under the East India Company during 1800-1843.

The TTD management was under the rule of Mahants during 1843-1933.

The TTD management was under the rule of Madras Government during 1933-1953.

The TTD management had been under the control of the Government of Andhra Pradesh since 1953.



British, the management passed into the hands of the East India Company. The East India Company and the British Government accorded a special status to the temple. The interest of the ruling Government in the proper management of the temple was never in question and seemed to have recognised the temples as the focal point of religious faith and avoided direct interference in the temple affairs. Nevertheless, they were not unwilling to farm out the temple for its revenues¹. In 1803, M.G.Stratton, the then Collector of North Arcot district after investigations and enquiries reported to the Board of Revenue detailing the sources of revenue from the Tirumala temple. Subsequent to the passing of Regulation VII of 1817 by the Madras Government, the management of the temple was carried on under the control of the Board of Revenue through the Collector of North Arcot district. Even in those days, multitudes of pilgrims

1. Srinivasa Rao, V.N., 'Tirupati Sri Venkateswara, Balaji (Origin, Significance and History of the Shrine)', Umadevan & Co., Madras, 1949, p.157.



from all parts of India visited Tirumala from whose offerings, the temple derived an annual income of about Rs.1 lakh per year.

MANAGEMENT OF TTD UNDER THE MAHANTS

The TTD temples in those days were managed according to the rules in Bruce-code of departmental instructions drawn up in 1821 by Bruce of England for the management of the TTD. Thereafter, with the reference to a despatch from the court of directors in 1841 directing the immediate withdrawal from all interference on the part of the officers of the Government in the affairs of temples and places of the religious resorts, the management of the TTD was transferred by the East India Company in 1843 to the Mahants¹. A Mahant was appointed to inquire into and to administer the devasthanams of the Tirumala Sri Venkateswara and Tirupati Sri Govindarajaswamy. All the successive mahants misappropriated the revenues of the shrine

1. Hathiramjee Math Mahant, Sri Seva Doss was appointed as Vicharanakarta on 10.7.1843 by executing a kararnama.



partly for their own personal use and partly for the aggrandisement of their match. To put it shortly, it was all a record of waste and embezzlement of the temple funds. The mahant administration lasting for the next 90 years unmistakably showed that the responsibilities of managing the temple like the TTD were growing at a faster rate than the abilities of the various mahants¹.

The entry of the mahants into the administration started an era of continuous strife resulting in an unending chain of civil and criminal cases. The narrowness of the outlook of mahants had resulted in not only dragging the name of this ancient shrine before courts but in colossal waste of the temple funds as the court of appeal had invariably ordered the payment of costs of both parties from the temple funds.

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1. Mahants who managed the temple during 1843-1933 were accused of one guilt or the other. A decree for Rs.2.25 lakhs was issued against one mahant in 1864. The next mahant was prosecuted for removing gold coins and precious stones from the Lord. The third mahant was prosecuted for misappropriating the temple funds to the extent of Rs.15 lakhs. The fourth one was found guilty of misappropriating temple funds to the extent of Rs.15 lakhs and that mahant was later murdered.

TTD Administration Report 1968-69, TTD, Tirupati, p.10.



The costs to the temple were invariably several times more than the sums misappropriated and these litigations had only further impoverished the temple. After the first mahant¹, the latter mahants have been not only dishonest but thoroughly incompetent and the administration in that period was most ineffective. The last mahant Sri Prayag Dosji was the most enlightened and he carried out several useful measures of permanent benefit to the temple². The mahants were incharge of the management of the TTD till 1933.

After the Mountford Reforms were introduced in 1919, the Government felt the need of the legislation on the religious endowments. The Rajan of Pangal, the then Chief Minister of Madras State, conceived the idea of establishing a Board of Commissioners on the lines of the Board of Charity Commissioners in England

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1. The first mahant Seva Doss died in 1864 after managing the affairs of the TTD for about 21 years.
 2. He improved the Sopanamargas (flight of steps) to the temple, repaired gopuras and constructed choultries for the use of pilgrims, and improved the sanitary conditions, water supply, lighting and the roadways leading to the temple. He also gilded vimanam of the central shrine.



to have full control over the religious institutions¹. A bill was accordingly drafted and the Madras Hindu Religious Endowments Act came into existence in 1925. The Hindu Religious Endowments Board (HREB) was formed with a president and four commissioners having powers of supervision and control over the temples and maths. Later, a number of defects were soon found in the working of the Act of 1925. As the Mathadhipaties and some managers of temples questioned the validity of the Act, it was repealed by the Act II of 1927. The Madras HRE Act 1927 was the first legislation of its kind in India with regard to the religious institutions. This Act became an important religious Act whose model has been copied years later by other States in the country. In order to remedy the defects discovered in the working of the Act, several Acts have been brought out since 1927.

1. Srinivasa Rao, V.N., 'Tirupati Sri Venkateswara, Balaji (Origin, Significance and History of the Shrine)', op.cit., p.207.



MANAGEMENT OF THE TTD BY THE GOVERNMENT THROUGH THE LEGISLATIVE FRAME WORK

With the enactment of the Madras Act XIX of 1933, the management of the TTD and their properties were taken away from the mahants and vested in the TTD Board of Trustees which was formed by the provincial Government of Madras. This Board was constituted as a Corporate Body having perpetual succession and a common seal and it administered the TTD through a Commissioner appointed by the Government. The Madras Act of 1933 was superseded by a comprehensive Act called Madras Hindu Religious and Charitable Endowments Act 1951¹. The administration was entrusted to a Board of Trustees and an Executive Officer appointed by the State Government to implement the policies of the Board subject to the control of the Commissioner and the State Government. The Act of 1933 has no doubt placed the actual management of temple under the Commissioner who was certainly better

1. The H.R. & C.E. Act was amended with effect from 21.4.1954. The size of the Board of Trustees was raised from five to 11.



fitted for the task than the mahants. But the Act itself was limited in scope as the framers were interested more with the idea of using the funds for secular objects than with the investigation of these revenues and the purposes for which the original donors of the funds and lands intended them to be used¹.

After the formation of the State of Andhra Pradesh in 1953, The Hindu Religious and Charitable Endowments Act of 1951 was adopted by the Government of Andhra Pradesh. Subsequently, the Government had replaced it by a comprehensive enactment called 'The Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Act 1966 (Act No.17 of 1966)' which came into force on 26.1.1967. The Chapter XIV of 1966 Act had dealt with administration of the TTD. The other general provisions of the Act and the rules framed under the old Act i.e., 19 of 1951 Act were made applicable to the TTD wherever the relevant rules were not framed under the 1966 Act.

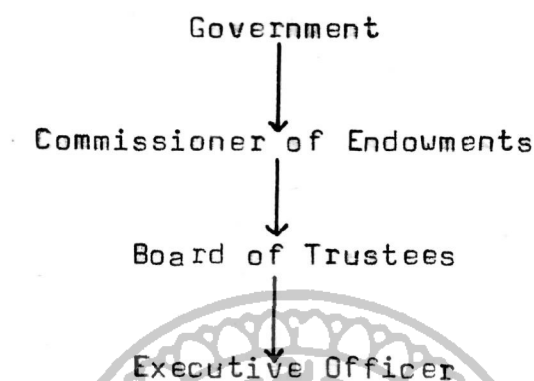
1. Srinivasa Rao, V.N., 'Tirupati Sri Venkateswara Balaji (Origin, Significance and History of the Shrine)', op.cit., p.10.



Under the A.P.Charitable and Hindu Religious Institutions and Endowments Act 1966, Section 86 provided for the constitution of the Board of Trustees by the Government which might consist of not more than 11 persons. An Executive Officer had to be appointed by the Government who will be the Chief Executive of the TTD and he must be a person of professing Hindu religion. All the properties, etc., of the TTD were vested in the Board of Trustees by virtue of the provisions of the Act. It had to manage the properties of the TTD and apply their funds in accordance with the provisions of the Act and the Board of Trustees were empowered to exercise all powers for the betterment of the administration of the TTD. The Act provided for the constitution of a civic committee¹ for the Tirumala hill area. The management set up of the TTD under the 1966 Act was as follows:

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1. The Civic Committee consists of the Chairman of the Board of Trustees of the TTD who acts as the ex-officio Chairman, the Executive Officer who is an ex-officio member and four members who are elected by the residents of Tirumala hills area.





The Government of Andhra Pradesh promulgated the TTD Ordinance No.10 of 1979 on May 18, 1979 and it was subsequently replaced by the TTD Act No.20 of 1979. The Government has brought out this separate Act for the governance of the TTD for the following reasons: (i) the TTD became a major religious institution in the State with the vast resources and extensive properties, (ii) The provisions of the Act of 1966 were found inadequate and it had not been possible for the TTD to take quick decisions in the matter of administration wherever considered necessary and (iii) The full rigours of control and supervision by the Commissioner, Endowments had been in fact working as administrative inefficiency in



such a huge organisation like the TTD. The fresh legislation of 1979 is intended to remove these loopholes and ensure better administration of the TTD. Since the 1979 Act came into existence, the APC & HRI and Endowments Act 1966 stands repealed and the provisions of the Act ceased to apply to the TTD.

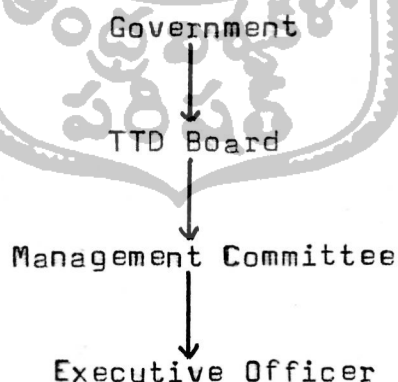
The management of TTD sought to fulfil the following objectives and functions: (1) to provide relief to the ailing and sick people by constructing beggar houses and hospitals, (2) to provide educational facilities by establishing various colleges and schools at several places including Tirupati and Tirumala, (3) to construct prayer halls and kalyanamandapams at several places of Andhra Pradesh, (4) to give encouragement and assistance to Indian culture and heritage and propagate Hindu religion, (5) to disseminate information about the pilgrimage to the various shrines and publish mythological and spiritual books, (6) to adopt certain villages near Tirupati for development, (7) to provide various welfare programmes to the staff of the TTD, e.g.,



construction of quarters, water facilities and medical facilities, etc., (8) to provide statutory contributions to the State Government and participating in the nation building activities, (9) to provide all the required facilities to the visiting pilgrims of Tirumala and Tirupati, and (10) to conduct various religious conferences and encourage artists in different fields.

THE PRESENT MANAGEMENT OF THE TTD

The present management set up of TTD under the new TTD Act of 1979 is as follows:



TTD Board

There is a Board constituted by the Government for the TTD called "The Tirumala Tirupati Devasthanams Board" consisting of not more than 13 members including the Chairman¹ appointed by the State Government of whom: (1) The Commissioner shall be a member ex-officio, (2) The Executive Officer shall be the Member Secretary ex-officio, (3) Three shall be members of the State Legislature, (4) One shall be person belonging to the Scheduled Castes, and (5) One shall be a woman. It is stipulated in the Act of 1979, that the persons appointed as members should be persons professing Hindu religion. The functions of the TTD Board are: (1) to lay down policies relating to pilgrim facilities, (2) to exercise general superintendence and (3) to review the administration and to

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1. Anna Rao, C., Former Executive Officer of the TTD worked as the Chairman of the TTD Trust Board till November 1978. Dr.N.Ramesan, I.A.S., worked as Chairman of Board for about six months. A temporary Board was constituted by the State Government on May 18, 1979 with the Second Secretary to the Government of Andhra Pradesh as the Chairman. B.Nagi Reddy was the Chairman of the TTD Trust Board during 1980-83. The new TTD Board and Management Committee were reconstituted in October 1983 by the State Government with Mr.V.K.D.V.Satyanarayana Raju, M.L.A., as the Chairman of the Board. He is continuing as the Chairman.



approve the budget having due regard to public interest, the services and amenities to be provided and safety measures to be undertaken for the pilgrims, resorting to Tirumala.

The Board will lay down general lines of policy and recommend policy guidelines to the TTD in accordance with the TTD Act 1979. Following are the policy matters which will be taken up by the Board for consideration: (1) transport including construction of roads and communications, (2) accommodation, (3) catering, (4) protected water supply, sanitation, electricity and other allied matters, (5) orderly darshan and worship, (6) safety to person and property, (7) medical and health facilities, and (8) such other matters of policy on general superintendence and review in relation to the administration of the TTD having regard to public interest and the services and amenities provided to, and the welfare and safety measures to be undertaken for the pilgrims, devotees and worshippers resorting to TTD¹. At a

1. TTD Rules, TTD, Tirupati, 1979, p.3.



special meeting to be convened not later than the 15th January of each financial year, the Board shall consider the budget as placed by the Management Committee and approve the same with or without modifications. Within three months after the close of each financial year, the Committee will submit to the Board a report on the administration of the affairs of the TTD during that year in such form as the Government may determine. The Board will have to review the report and submit a copy of the same to the Government with its remarks.

TTD Management Committee

There is a Committee constituted by the Government for TTD called 'The Tirumala Tirupati Devasthanams Management Committee' which is a Body corporate having perpetual succession and a common seal with a power to acquire, hold and dispose off property and shall sue and be sued by the said corporate name¹. The Committee consists of the Chairman of the TTD Board who is

1. The TTD Act 1979, TTD, Tirupati, 1979, p.4.



ex-officio Chairman of the Committee, the Commissioner who is a member ex-officio, the Executive Officer who is the ex-officio member Secretary of the Committee and two other members of the Board nominated by the State Government. Under Section 7 of the TTD Act 1979, the administration of the TTD shall vest in the Committee. "The Committee shall manage the properties, funds and affairs of the TTD and arrange for the conduct of daily worship and ceremonies and of the festivals in every temple according to its custom and usage. It has the power to fix the fees for the performance of archana, ritual, utsavam or any service connected with the TTD. The Committee has the power to call for information and accounts as may in its opinion be necessary for reasonably satisfying itself that the TTD is properly maintained and the endowments appropriated to the purposes for which they were founded"¹. The Committee will fix dittam² in the temples and exercise

1. Ibid., p.4.

2. Dittam means the schedule of articles and other requirements of worship or offering in connection with the daily dupa, deepa, naivedyam, pachikam, pariarikam and other general special or periodical services, ceremonies or observances in the TTD temples.



the general superintendence and control over the administration of TTD in conformity with the policy laid down by the Board.

The TTD Management Committee shall invariably meet in the first Friday of every month at Tirumala or at any other place. If there is need, it can also meet on the third Friday of the every month for the transaction of the business of the TTD. The Committee can also meet at its discretion to discuss any vital issues on any other day at any place. The meeting will be convened by the Executive Officer who is ex-officio member secretary. Notice of the meeting specifying the date, time and place along with a copy of agenda shall be sent by the Executive Officer at least seven days before the date of the meeting by certificate of posting to the usual place of residence of the members. In case of emergency meeting, the ex-officio member Secretary may convene the meeting on giving telegraphic notice of two days.

The Management Committee shall consider the budget presented by the Executive Officer of the TTD. The Committee will also have to submit to the Trust



Board a report on the administration on the affairs of the TTD during a year within three months after the close of the financial year. It is felt necessary that after presenting the budget every year, the administration should publish a detailed note on the financial matters of the TTD in all the news papers for enabling the public to know the financial policy of the administration. Being a public religious institution, this may be found desirable as its income is mostly depended on public patronage and devotion. At present, only the budget figures are made available to the public.

ORGANISATION OF THE TTD

Any administration is directed towards a goal or a structure of goals. The goals of the TTD administration are mainly, the maintenance of the religious sanctity of the temple and pilgrims' satisfaction. Popularity of the temple depends upon the faith of the devotees which in turn depends on the measure of pilgrim satisfaction and this is depended on the way the administration of the temple functions. The



primary function of the administration is to provide accommodation to the vast concourse of pilgrims who pour in throughout the year for the worship of Lord Venkateswara and make proper arrangements for their convenient darshan of the Lord. Providing of medical aid, sanitation and water facilities to the pilgrims became important responsibilities of the organisation. For offering many services and amenities to the visiting pilgrims and for running various educational and charitable institutions, the TTD has built up a vast system of administration both at Tirumala and Tirupati. A big multistoried building in Tirupati was constructed at a cost of Rs.75 lakhs in which all the important offices including the Huzur Office of the TTD were accommodated.

The administration of the TTD is under the control of the TTD Board and Management Committee. The Executive Officer is the person to put the decisions of the Management Committee and the Board into



implementation. He is the Chief Administrative Officer¹ of the TTD and shall be subject to the control of the Committee having general powers to carry out the provisions of the TTD Act 1979. He is responsible for the proper maintenance and custody of the records and properties of the TTD and shall arrange for the proper collection of the offerings made in the temple.

The TTD has got a broad system of administration both on the hills (Tirumala) and at Tirupati. The main administrative office called the Huzur Office is located in Tirupati. The administration set up of the TTD until 1980 was headed by an Executive Officer who was assisted by officers heading different departments². Because of the enormous increase in the activities of the TTD, two more posts of the cadre of

1. P.S.Rajagopalaraju, I.A.S., was the Executive Officer of the TTD from April 26, 1974 to June 16, 1978; P.Anandamudaliar had worked as the Executive Officer from June 17, 1978 to November 2, 1978; P.V.R.K. Prasad, I.A.S., was the Executive Officer from November 3, 1978 to July 1982; G.Kumaraswamy Reddy, I.A.S., was the Executive Officer from July 1982 to December 1984. S.Lakshminarayana, I.A.S., has been the Executive Officer since December 1984.

2. ~~Until~~ 1979-80, the TTD had the following departments: Engineering Branch, Health Branch, Legal Branch, Revenue Branch, Medical Department, Marketing Department, Welfare Department, Accommodation, Dairy Department, Garden Department, Forest Department, Press Section, Education Department, Vigilance and Security, Sri Vari Temple, Accounts Section, General Administration, Treasury Section, Jewellery Works and Repairs, Inspection and Inventory.

Deputy Executive Officer were created during the year 1979-80, to assist the Executive Officer.

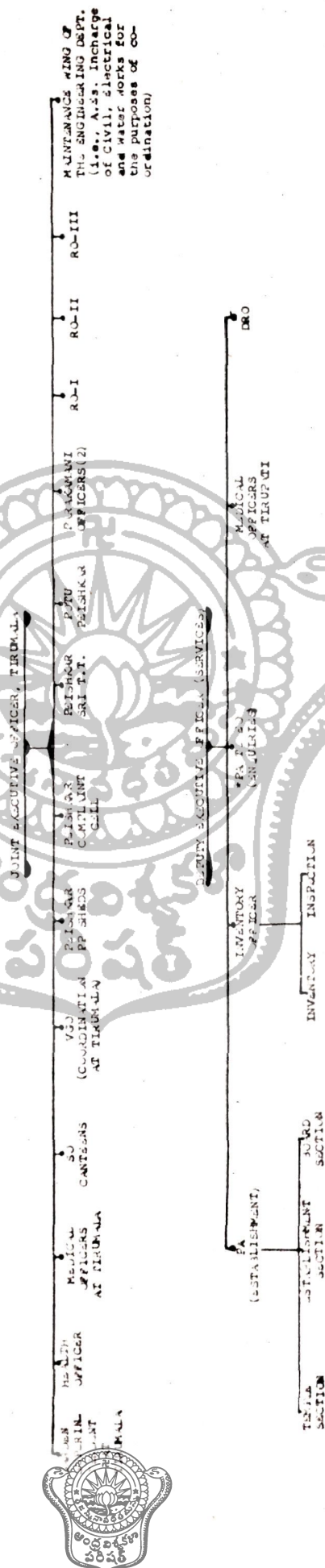
During 1980-81, the administrative set up was altered to suit the changing requirements of the TTD. The administrative set up of the organisation during 1980-81 is given in Chart 2.1. In the chart, the Management, i.e., the Board and Management Committee of the TTD were found on the top and they were the bodies to take vital decisions and policy matters pertaining to the TTD. Next to the Board and Management Committee, the Executive Officer was the Chief Executive of the TTD who had to implement the policies and decisions laid down by the Board and Management Committee. The chart would give a detailed understanding of the persons who occupied such positions and to whom they were accountable and who should be the subordinates to them. There were about 17 officers under the direct control and supervision of the Executive Officer. The Joint Executive Officer appointed in the year 1979 and was stationed at Tirumala, under whom there were 14 officers heading various departments. These officers and the departments



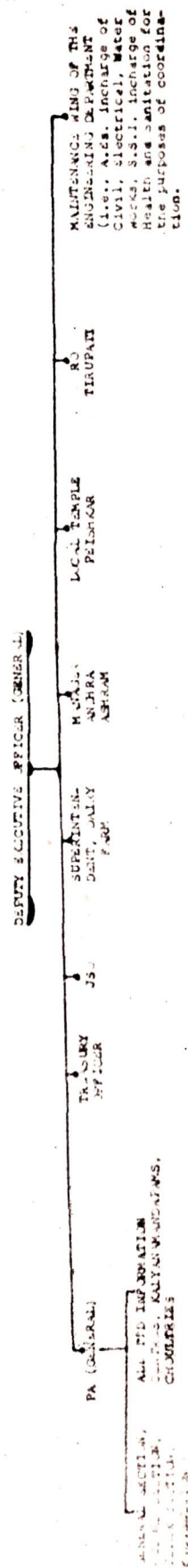
TIRUMALA TIRUPATI DEVASTHANAMS BOARD AND MANAGEMENT COMMITTEE



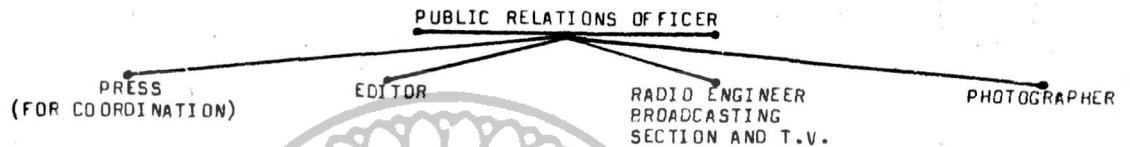
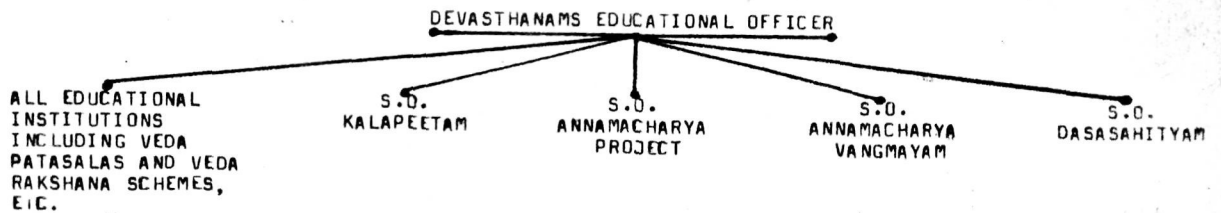
Note : PA to Executive Officer (Enquiries) shall function as PS to the Executive Officer.



He shall also function as Personal Secretary to the Executive Officer.



Contd....

**A) THE HEADS OF DEPARTMENTS ARE:**

- | | |
|--------------------------------|---|
| 1) Chief Engineer | 12) Garden Superintendent |
| 2) Grade-I Engineers | 13) Superintendent, S.V.Dairy Farm |
| 3) Deputy Executive Officers | 14) Special Officer, S.P.W.Polytechnic |
| 4) Devasthanams Law Officer | 15) Public Relations Officer |
| 5) Chief Accounts Officer | 16) Vigilance Guard Officer |
| 6) Marketing Officer | 17) Devasthanams Educational Officer |
| 7) Welfare Officer | 18) Special Officer, Museums |
| 8) Senior Medical Officer | 19) Special Officer, Kalapeetam |
| 9) Health Officer | 20) Coordinator, Religious Education Centre |
| 10) Principals of all Colleges | 21) Conservator of Forests |
| 11) Press Manager | 22) Special Officer, Canteens |

B) THE HEADS OF SECTIONS ARE:

- | | |
|--|---|
| 1) Forest Range Officer | 15) Peishkar, Sri T.J. |
| 2) Headmasters of all Schools | 16) Peishkar, Potu |
| 3) Manager, Balamandir | 17) Peishkar, Complaint Cell |
| 4) Special Officer, Deaf and Dumb School | 18) Peishkar, Queue Sheds |
| 5) Grade-II Engineers | 19) Manager, Andhra Ashram, Rishikesh |
| 6) Reception Officers at Tirupati and Tirumala | 20) P.A. to Executive Officer (Estt.) |
| 7) Editor | 21) P.A. to Executive Officer (General) |
| 8) Depot Manager | 22) P.A. to Executive Officer (Enquiries) |
| 9) Accounts Officer | 23) Peishkar, Local Temples |
| 10) Devasthanams Revenue Officer | 24) Sthapathy |
| 11) Inspection Officer | 25) Medical Officers |
| 12) Treasurer | 26) Radio Engineer |
| 13) Jewellery Special Officer | 27) Medical Officers, B and D Type Quarters, Tirumala |
| 14) Parakamani Officers | 28) Superintendent, S.V.Sculpture Centre |

- C) The powers delegated shall be exercised by the officers to whom they are delegated in their respective jurisdictions. In case of doubt, the matter should be referred to the Executive Officer and his clarification shall be final.

Source : Office of the Executive Officer, TTD, Tirupati.



were located in Tirumala and their activities were confined to Tirumala only.

There were two Deputy Executive Officers under the direct control of the Executive Officer. One Deputy Executive Officer used to look after the matters pertaining to the services and another Deputy Executive Officer used to deal the general administration matters. There were five departmental heads with their respective departments who work under the control of the Deputy Executive Officer (Services) and there were eight departmental heads with their respective departments who used to work under the control of the Deputy Executive Officer (General). Altogether, there were 22 officers who were heads of the departments and 28 officers as heads of sections of various establishments of the TTD. However, the entire control and supervision of all the establishments of the TTD were vested in the Executive Officer.

As enterprises grow in size, the problem of administration and management becomes increasingly



important and requires greater consideration¹. The task of the TTD administration in coordinating all the departments had become increasingly difficult in recent years due to the expansion of its activities. Various new departments and establishments were created and manifold services were added to the existing ones. It was felt necessary that the administration should be more decentralised so that the decisions could be quickly taken and implemented without any delay. As a result, the TTD administration has been decentralised during the year 1982-83 for meeting the changed requirements of various departments and to improve efficiency of the personnel. The present administrative set up which was introduced during the year 1982-83 is furnished in Chart 2.2.

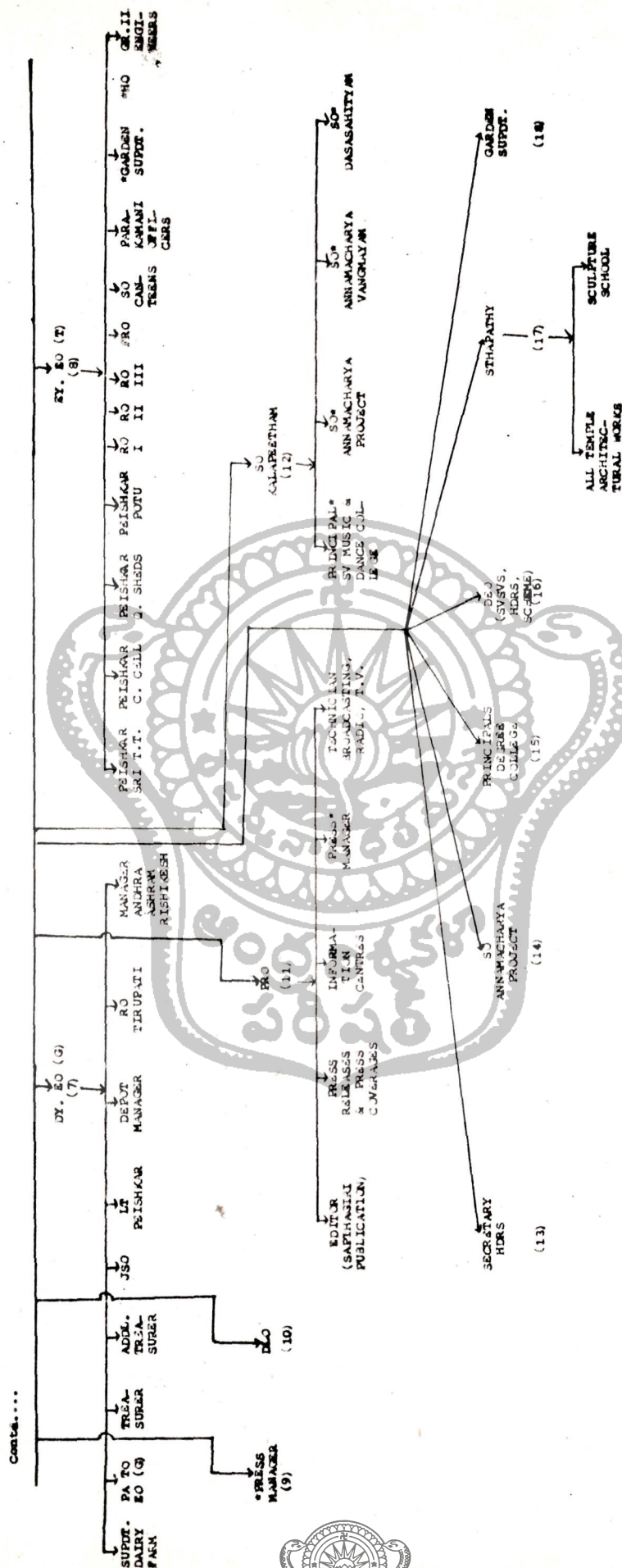
ORGANISATION AT TIRUPATI

Executive Officer

For an institution of such an importance as Tirupati, the officer at the helm of secular affairs

1. Kimbal and Kimbal, 'Principles of Industrial Organisation', p.45.





* They are Coordinating Officers
SOURCE : Office of the Executive Officer, TTD, Tirupati.



should be of some status to command the esteem of the public and the subordinates¹. The Executive Officer is the Chief Administrative Head of the TTD. He is the ex-officio Member-Secretary of the TTD Board and Management Committee. He is the actual and effective charge of the entire administration of the TTD. He is the mouth piece of the organisation. A person to be appointed as the Executive Officer should be one who is holding or has held a post of District Collector or a post not lower in rank of a District Collector in any other service in the State. Under the provisions of the Section 18 of the TTD Act 1979, the State Government shall appoint an Executive Officer, a Special Grade Deputy Executive Officer and a Financial Adviser and Chief Accounts Officer for the TTD. Every Officer appointed should be a person professing Hindu religion. All these officers are whole-time officers of the TTD and they should not undertake any work unconnected

1. Minister of Religious Endowments, Government of Madras, while speaking to the Madras Legislative Council in 1933 (Council Debates, 1933, Vol.XII).



with their office without the permission of the Management Committee of the TTD.

The post of Special Grade Deputy Executive Officer can be filled in under the TTD Act 1979 by promotion from an Officer of the TTD who is holding or held a post not lower than that of Deputy Executive Officer in the service of the TTD. This post has not been filled so far. The Joint Executive Officer (JEO) who is under the direct supervision of the Executive Officer is incharge of some of the main departments of TTD which are based at Tirupati. A person to be appointed as JEO should be one who is holding or has held a post of the Joint Collector of a District in the State. He would normally function as the Executive Officer as and when the latter is away from the headquarters. As a result of change in the organisation during 1982-83, the Joint Executive Officer is now incharge of some of the departments situated at Tirupati for which a brief explanation is given here. The departments under the JEO's control are Educational Department, Welfare Department, Marketing Department, Vigilance Department, Department of Health and Medical Services and the Deputy Executive Officer (Services).



The TTD is the premier Hindu religious organisation which has been maintaining a number of educational and charitable institutions. It was mainly responsible for the establishment of Sri Venkateswara University, Sri Venkateswara Medical College, Sri Padmavathi Mahila Viswavidyalayam and Sri Venkateswara Ruia Hospital at Tirupati. The TTD has leased out about 925 acres of land on a nominal rent to Sri Venkateswara University. The work of Education Department is under the charge of Devasthanams Educational Officer. He functions as Correspondent on behalf of the Executive Officer and incharge of administration work connected with all educational institutions which are under the control of the TTD. The DEO will be a member on the Governing Body and the Staff Selection Committee of all educational institutions functioning under the control of the TTD. There is a Governing Body to manage the affairs of the colleges which consists of 12 members¹. The Governing Body manages the

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1. 12 members of the Governing Body are: (1) Chairman, TTD, (2) Executive Officer, (3) Devasthanams Educational Officer, (4) District Educational Officer, (5) Principal, S.G.S.College, Tirupati, (6) Principal, S.V.Arts College, Tirupati, (7) Two representatives from S.V.University, and (8) Four Member-Representatives of the TTD Board.

TTD Administration Report 1979-80, TTD, Tirupati, p.27.



academic matters such as starting of new courses, new combination of subjects, etc. There is also a Staff Selection Committee consisting of six members¹. The Committee is intended for selection of staff members as and when vacancies arise. There are about 24 educational and charitable institutions under the direct management of the TTD². Almost all the schools and colleges are located in the TTD buildings and hostels are also attached to them. Sri Padmavathi Women's College at Tirupati is the only affiliated college in India that was selected by the U.S. Educational Foundation in India for starting consulting guidance and personal service to the students. Some of the colleges are receiving substantial grants from the UGC for the construction of buildings and development of laboratories.

1. Six members of the Staff Selection Board consist of the Executive Officer, Devasthanams Educational Officer, District Educational Officer, Principal of the concerned Degree College and two representatives from the S.V. University.

Ibid., p.27.

2. The break-up of the institutions are: Sanskrit institutions-5; High Schools-4; Colleges of Arts and Sciences-6; Fine Arts-2; Polytechnic-1; Primary Schools-2; School of Deaf & Dumb-1; Balamandir-1; Poor Home-1; Yoga Centre-1 (Total : 24).



The Welfare Department is headed by a Welfare Officer. The post of Welfare Officer was created in February 1977 with the following duties. They are :

- (1) to supervise the marketing of Sathagiri Journal,
- (2) providing of proper amenities to the residents in TTD quarters, (3) to organise tournaments and cultural programmes for the benefit of TTD employees, (4) to attend to pension and family pension cases of the employees, (5) to draft the schemes for starting small scale industries for the benefit of the dependents of the employees, (6) to look after the sales of the TTD publications, and (7) to look after the employee welfare fund scheme which was introduced in January 1980.

A Marketing Officer is appointed to look after direct purchases of rice, ghee, sugar, saffron, refined camphor and sugar candy, etc., through the TTD Cooperative Stores, Tirupati, so as to avoid middleman commission. The TTD had been making almost all its purchases to the tune of about Rs.2 crores a year through the Cooperative Stores. The Marketing Officer is attending to the direct purchases of the above said articles and certain other things such as stationery,



uniforms to Class-IV employees, wollen blankets to NGOs at Tirumala, vegetables to the TTD canteens, securing rice and sugar from Food Corporation of India and ghee from the Andhra Pradesh Dairy Development Cooperative Federation Limited. He has been provided with lorries for transport of goods. It is brought to the notice of researcher that some malpractices were being taken place at the supervisory level in the purchase of requirements. Effective measures should be evolved to check such malpractices by the administration.

Vigilance Department

The Vigilance Department is headed by a Vigilance Guard Officer who is of the cadre of Deputy Superintendent of Police whose services were taken on deputation from the State Government. At present, an Additional Superintendent of Police is working as VGO with two platoons of armed reserve forces exclusively for Tirumala to safeguard the valuables of the temple. The functions of the Vigilance Department are mainly to provide security to the valuables and properties of the devasthanams and also to protect



the personal property of the visiting pilgrims. It is also expected to provide effective check against malpractices in the TTD administration and help prevention of exploitation of pilgrims by unscrupulous persons. The other functions of this department can be summarised thus: to arrest (1) smuggling of provisions of the TTD, (2) illicit transport of men and material on devasthanams vehicles, (3) black-marketing and re-rolling of arjitam tickets by dalaris and unscrupulous among the temple servants, (4) smuggling of coins and currency from parakamani, (5) irregularities in check measurement by the Engineering subordinate staff, (6) diversion of temple income by unscrupulous temple servants and archakas, etc., (7) illicit distillation at Tirumala, (8) malpractices, if any, in the disposal of human hair, (9) transportation of liquor to Tirumala, (10) dereliction of duties by the employees and such other malpractices in the institutions, and (11) to afford protection to pilgrims coming up to Tirumala and getting down by sopanamarga (foot steps)¹.

1. TTD Administration Report 1979-80, TTD, Tirupati, p.77.



The vigilance staff works as ears and eyes of the TTD. They enquire into petitions against the employees. The sub section (4) of section 27 of the TTD Act 1979 provides for levy of tolls in respect of roads constructed by the TTD and situated within Tirumala hills area. There are two toll gates - one on the road leading to Papavinasanam and another at Alipiri on the ghat road leading to Tirumala. The collection of tolls is kept under the control and supervision of the Vigilance Guard Officer. A table showing the rates of tolls leviable is placed legibly written or painted in English and Telugu in a conspicuous place near each toll bar gate or gate-keeper's station.

Department of Health and Medical Services

The Health Department is under the control and supervision of the Devasthanam's Health Officer. The services of the Health Officer are taken on deputation from the State Government. Health and sanitation assume a very important role in the administration of the TTD. Sanitation is essential both at Tirumala and Tirupati as several thousands of pilgrims visit the



shrine every day. The sanitary staff at Tirupati and Tirumala are kept under the immediate supervision of Senior Sanitary Inspectors and under the overall control of the Devasthanams Health Officer. In order to help Tirupati Municipality in its task of maintaining sanitation, the TTD has been giving a grant of Rs.1.75 lakhs to it annually with the approval of the State Government. Similarly, the TTD is also giving an amount of Rs.25,000 per year to Tiruchanoor Gram Panchayat for maintaining sanitation there. The TTD is spending considerable amounts for the maintenance of health and sanitation in the other institutions both at Tirumala and Tirupati.

The Medical Department is under the control and supervision of a Senior Medical Officer. The TTD is obliged to run dispensaries for the benefit of many a pilgrim who visit Tirumala and Tirupati. It may be pointed out that the TTD is mainly responsible for the establishment of Sri Venkateswara Ruia Hospital and the S.V.Medical College at Tirupati. The TTD is running dispensaries at important places mainly



to provide free medical aid to the needy pilgrims as well as the devasthanam employees. Qualified doctors and trained nursing staff have been employed for the purpose. The Senior Medical Officer is incharge of all the hospitals and dispensaries¹ situated at Tirumala and Tirupati.

The TTD is maintaining a Central Drug Stores through which all medicines are purchased and distributed to all the dispensaries, hospitals and first-aid centres on indent basis from the concerned Medical Officers incharge of dispensaries. It has constructed a 100-bed Central Hospital at Tirupati for providing special facilities like X-Ray and laboratory. At Tirumala, a 30-bed hospital has been constructed with all facilities for the benefit of pilgrims.

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1. Following are the hospitals and dispensaries managed by the TTD: I New Choultry Dispensary, Tirupati, to serve the pilgrims in the choultries at Tirupati and the resident employees of the TTD; PAT Dispensary, Tiruchanoor, to serve the local residents and partly pilgrims; Tirumala Hospital to serve the pilgrims and resident employees; SPW College Health Centre, Tirupati, for the benefit of the students; Leprosy Hospital, Akkarampalle, for treatment of leprosy who are over 250; Dispensary at B type quarters in Tirupati; Ayurvedic Dispensary, Tirupati; and First-Aid Centres - one at PP Sheds, one at the Central Reception Office, Tirumala, and the third at Seventh Mile on the way to Tirumala for the benefit of the pilgrims and employees.



Deputy Executive Officer (Services)

The Deputy Executive Officer (Services) is under the control of the Joint Executive Officer. He is stationed in the Executive Officer's Office at Tirupati. He is incharge of the departments of Establishment, service matters, enquiries, inspection of offices and revenue matters. These departments are headed by different officers. The inspection section is intended to inspect all the TTD establishments on behalf of the Executive Officer. There are about 200 establishments of TTD including subsidiary institutions like sub temples and educational institutions, etc., for which duplicate registers are maintained in the inventory section. The inventory section has to conduct annual physical verification of articles and other properties of all the TTD establishments. Reconciliation of the actuals in the duplicate registers maintained in the inventory section has to be done with the entries in the original registers of the concerned institutions. The Inspection Officer makes annual verification of jewellery in the custody of the mirasi archakas once a year in May/June.



According to the inventory rules, the jewellery is to be valued in three years and the valuation so made shall have to be adopted for the purposes of returns, etc. The revaluation has to be done by the Commissioner, Endowments Department through his Assistant Valuation Officer.

The gold, gold articles, jewellery, jewellery with precious stones, etc., received in the Hundi of Tirumala Temple are transferred to the Huzur Office treasury daily for safe custody. Miscellaneous jewellery and silver articles are disposed of by conducting public auctions in the Huzur Office. The TTD has a Jewellery Special Officer who looks after the works relating to repairs to jewellery, gold, silver vessels and manufacture of gold and silver dollars. He takes the advice of the Technical Committee called 'Jewellery Technical Advisory Committee (JTAC)' in all matters.

A section with a Peishkar cadre Officer has been formed to deal with disciplinary cases of the employees in the TTD with a view to speed up enquiries to cut down delays. It is revealed that there were



instances in the past when some employees were either dismissed or suspended or reverted to lower cadres after they were found guilty of charges.

The revenue branch functions under the general supervision of Devasthanams Revenue Officer whose cadre is of a Peishkar. He is under the control of the Deputy Executive Officer (Services). The revenue section deals with the acquisition and alienation of lands, gifts, pronotes, removal of encroachments, matters relating to kalyanamandapams, leasing of lands and buildings, allotment of quarters and maintenance of the account of demand, collection of and balance (DCB) for rents, etc. There are about 1,210 residential quarters of the TTD at Tirupati. The Devasthanams Revenue Officer attends to work connected with the allotment of quarters and maintenance of DCB for rents.

Financial Adviser and Chief Accounts Officer

Though Section 17 of the TTD Act 1979 has provided for the appointment of the Financial Adviser and Chief Accounts Officer to look after the maintenance of accounts of the TTD, the Government has appointed



the FA & CAO only in the year 1983. The FA & CAO is under the direct control of the Executive Officer. A person to be appointed as FA & CAO should possess certain qualifications¹. The FA & CAO who is administratively subordinate to the Executive Officer will be responsible for keeping regular accounts of all receipts and disbursements for each financial year separately. He has to draw up a scheme for getting all the bills and expenditure in all the administrative offices, institutions and temples of the TTD audited and put up to the Management Committee for its approval. The FA & CAO would advise the TTD administration on financial matters. He functions as the Pay and Accounts Officer and the cheque drawing and disbursing officer for the TTD. He is responsible for the preparation of the annual budget and for ensuring that the appropriations under each head are spent properly. He is the overall administrative charge of

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1. They are: (1) experience of not less than five years in IA & AS or equivalent experience in any other service, (2) experience of not less than five years as a Head of a Department or a post equal to or higher than that of a Deputy Secretary in the Finance Department of the State Government or equivalent post or (3) experience as a Chartered Accountant for at least 10 years.

TTD Rules 1979, TTD, Tirupati, p.15.



all the budgets, payments, accounts and audit of the TTD including all the offices and staff of the TTD engaged in the work. He will be consulted on all the matters regarding expenditure and on matters of policy involving finances like work bills, contracts, investments in banks, etc. He has to arrange to produce all accounts, records, correspondence and other documents before the auditors for the audit of the accounts of the TTD. The FA & CAO has also to conduct a physical verification every year of all valuable properties of the TTD like jewellery, temple vessels, vahanams, furniture, stores, stock, etc., and give a physical verification report before June 30th of every year. This will have to be put up to the Committee at its first meeting to be held in July every year for review. The FA & CAO will also prescribe suitable registers to be maintained for this purpose and has to certify in his report if such registers are properly and regularly maintained.

The post of Chief Accounts Officer was created nearly about ten years ago. A qualified Chartered Accountant was appointed to the post. Since the post



of FA & CAO was not created till the year 1983, all the duties and responsibilities of the FA & CAO were performed by the CAO on the instructions of the Executive Officer. The CAO has been relieved of the additional work with the appointment of FA & CAO by the State Government. The CAO is incharge of Accounts Department. He has to work under the guidance of the FA & CAO and he has got two Accounts Officers under his control.

Deputy Executive Officer (General)

The Deputy Executive Officer (General) is under the control of the Executive Officer. He is stationed at Tirupati. He is incharge of Transport Wing, Reception, Dairy Farm, Garden Department and Engineering Department for which a brief account is given hereunder.

Transport Wing : The Transport Wing was with the TTD till August 1975 having the responsibility of transporting the pilgrims to Tirumala. When it became uneconomical to maintain the Transport Wing, the TTD



handed it over to the APSRTC in 1975¹. However, the TTD is having its own Transport Department for the purpose of its administration. The strength of vehicles at the end of 1982 was 144² as against 84 during the year 1978-79. Old and unserviceable and uneconomical vehicles used to be disposed of by conducting public auction. The entire fleet of vehicles maintained is utilised for the purpose of the administration. The Depot is under the control and supervision of an officer on deputation from APSRTC in the cadre of Depot Manager. For the convenience of the pilgrims, the devasthanams operate three free buses from various stages at Tirumala touching the temple. There is also an 'Alayadarsini' a bus convenient for transporting the pilgrims to the temples around Tirupati for a

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1. The Hindu Religious and Charitable Endowments Commissioner in his inspection report in the year 1965 mentioned as 'My reading of the Transport Wing has amply convinced me that it is no good to continue the Wing under the TTD administration. There is going on a hopeless dumping of men and money into the Wing to secure results. There is absolutely no coordination between the Engineering Wing and the Traffic Wing. The utter failure of transport is a challenge to the TTD administration'.
 2. The break-up of the vehicles are: Vans-22, Cars-39, Jeeps-18, Tractors-5, Road Rollers-3, Motor Cycles-15, Mopeds-17 (Total : 144).



brief and comfortable visit. Apart from its activities, the department renders free service by organising an automobile clinic which looks after the sick private vehicles on the ghat roads.

Reception (Tirupati) : The TTD has a well organised reception system. A Reception Officer is incharge of reception at Tirupati¹. Providing accommodation to the ever increasing number of pilgrims is an important responsibility of the administration. There are caretakers in charge of each one of the choultries, guest house and enquiry offices. The staff works in three shifts, i.e., round the clock and the choultry rooms and premises are maintained well. Cloak rooms are provided in all the choultries and the pilgrims' luggage is guarded safely free of cost. To serve the needs of the pilgrims who resort to cooking, there is provision for the supply of utensils, locks and hot water in all the choultries. Apart from it, the TTD

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1. Under the charge of Reception Officer at Tirupati, there are three big choultries and one Guest House - all round the railway station and adjoining the bus depots. There are nearly about 724 rooms in the choultries and Guest House providing free and paid accommodation to the pilgrims. About ten A.C. suits to cater to the needs of VIPs and three marriage halls are provided. The marriage halls are rented out on first come first served basis.



is running a canteen in Govindarajaswamy Choultry (II Choultry) serving the pilgrims accommodated in Govindarajaswamy and Kodandaramaswamy (III Choultry) choultries. The canteen is organised by a Manager under the supervision of the Reception Officer, Tirupati. The object is to serve the pilgrims in the best possible manner and to provide them hygienic food at cost price. Thus, every amenity is made available in the choultries for the benefit of the visiting pilgrims. Some pilgrims come in tourist buses and taxies and there is provision for their parking in front of Govindarajaswamy Choultry on payment of a fee of Rs.5 per vehicle a day.

The TTD has a Dairy Farm headed by a Farm Superintendent. The dairy farm was set up for the following purposes: (1) to have pure cow's milk to meet the requirements of the TTD temples at Tirupati and Tirumala; (2) to maintain the paraphernalia animals like elephants, horses, bulls, etc., to add pomp and splendour at the time of processions of deities; (3) to house and bring up the animals offered by the devotees as varthana; (4) to produce



and supply of paddy, flowers, coconuts, vegetables and mango leaves to the temples, and (5) to supply civet to Tirumala and Tirupati temples.

Due to inadequate fodder position at the dairy farm, maintenance of large number of animals is becoming difficult for the administration. Hence, buffaloes and other uneconomic animals are being disposed of in public auction conducted periodically. The farm is maintaining about 300 animals on an average throughout year. Every care is taken to keep them in hygienic condition and healthy. Preventive vaccination against common contagious disease is done periodically.

The Garden Superintendent is incharge of the Garden Department who is the cadre of Deputy Director of Agriculture. This department is maintaining both the flower and ornamental gardens. Flower gardens are being raised in about 40 acres of land for supplying flowers to the various temples at Tirumala and Tirupati. The Garden Department is able to supply 95 per cent of the flower requirements of the TTD



temples. The requirements of flowers will be hundreds of kilograms during utsavams and festivals. Hence, they are necessarily to be purchased at those times from the open market. Tirumala is now a beauty spot with several ornamental gardens.

Engineering Department : The TTD has got its own Engineering Department headed by a Chief Engineer who has been taken on deputation from the State Government. This department attends to all engineering works, construction of buildings, laying of roads, water supply, drainage schemes, maintenance works, electrical works, renovation of temples and rajagopurams, etc. These works are situated at Tirupati, Tirumala and surrounding areas like Tiruchanoor, Narayanavaram, Nagalapuram, Mangapuram, etc., and out-stations like Vijayawada, Madras, Bangalore, Hyderabad, New Delhi, Rishikesh, Sringeri and all district headquarters in Andhra Pradesh. There are four divisions each headed by Grade-I Engineer of the Executive Engineer cadre and a number of sub-divisions under the control of each division. Each sub-division



is headed by Grade-II Engineer of the cadre of Assistant Engineer. The allocation of works among the four divisions is as follows.

The jurisdiction of Division-I is Tirumala hills upto Alipiri except Papavinasanam Dam work. There are six sub-divisions under this division. They look after the works of construction and maintenance of temples, choultries and cottages, water supply and drainage, master plan of Tirumala hills and works of electricity. The jurisdiction of division-II is Tirupati, Tiruchanoor, Srinivasa Mangapuram, Akkarampalli, Narayanavaram and Nagalapuram with seven sub-divisions. Two sub-divisions are to look after capital works, two sub-divisions to look after the maintenance of choultries, quarters, temples, roads, other buildings, water works, sewage works, etc., one sub-division for electrical works, one sub-division for renovation works of temples and Rajagopuram, and one sub-division for maintenance of DPW Stores, etc. The construction of administrative building has been completed and the offices of the TTD have been shifted to this building. A Central Hospital building has



also been constructed near the administrative building at a cost of Rs.7 lakhs.

The division-III with headquarters at Tirupati is headed by a Grade-I Engineer of cadre of Executive Engineer. This division has five sub-divisions, viz., Cuddapah sub-division with headquarters at Tirupati; Anantapur sub-division with headquarters at Anantapur; Hyderabad sub-division with headquarters at Hyderabad; Kakinada sub-division with headquarters at Kakinada, and New Delhi sub-division with headquarters at New Delhi. All sub divisions are headed by Grade-II Engineers. These sub divisions attend to the construction and maintenance of all kalyanamandapams, information centres and choultries all over the State of Andhra Pradesh, works at S.V.College, New Delhi, TTD Andhra Ashram at Rishikesh in addition to the Works at Madras, Bangalore, Sringeri, etc. The TTD has constructed a number of choultries for the benefit of the pilgrims visiting the temples in **various districts of Andhra Pradesh**. The TTD Trust Board has adopted a policy to construct kalyanamandapams and information centres in each of the district of the State and in important places outside Andhra Pradesh.



The division-IV is headed by Grade-I Engineer of the cadre of Executive Engineer, an employee sponsored from Irrigation and Power Department of the Government of Andhra Pradesh on deputation to the TTD. This division has got five sub divisions. Each sub-division is headed by Grade-II Engineer of the cadre of Assistant Engineer. This division is intended to look after the execution of Papavinasanam Dam Works at the confluence of Papavinasanam and Akasaganga Theerthams at Tirumala at an estimated cost of Rs.3.27 crores. The headquarters of these five sub-divisions are located at Tirumala and Tirupati. The division also looks after the Kalyani Dam Works for continued flow of water to Tirumala. The long term requirements of water supply to Tirumala local population as well as floating population comprising mostly of pilgrims is estimated at 25.5 lakh gallons a day. Available water supply from the existing three sources (Alwar Tank, Papavinasanam Theertham and Gogarbhram Reservoir) is estimated at 14 lakh gallons a day. However, the actual water supply available from the existing sources specially during summer months March



to June is much less and the position worsens every year because of drought. So, the problem of water supply needs to be tackled keeping in view of both the long term and immediate requirements.

Public Relations Officer

An Assistant Director in the Information and Public Relations Department of the State Government was taken on deputation as Public Relations Officer of TTD in 1976. The PRO will directly function under the personal supervision of the Executive Officer. He acts as a Chief Spokesman of the TTD and is a link between the TTD and public. He coordinates different aspects of the administration and his activities are multifarious. His main functions are: (1) Maintenance of public relations in particular with the pilgrim public, press, transport, (2) Supervision over the functioning of various information centres except the centres at Delhi and Hyderabad, (3) Coordination and supervision of the work of TTD Press, architects, TV & Broadcasting section, publicity and photographic section, (4) Production and distribution of documentary



films, (5) Release of all press statements and advertisements, (6) Coordination of the activities of Hindu Dharma Rakshana Samstha (HDRS) and Srinivasa Mission, (7) Maintaining liason with APSRTC, Railways, Indian Airlines and Air India, and (8) Convening Experts Committee Meetings for the purpose of granting aid to authors.

The Public Relations Officer has a very important role to play in almost every aspect of the TTD administration. There are about 21 information centres¹ and nine kalyanamandapams maintained by the administration. All these are kept under the supervision of the PRO. The sections and departments like press, broadcasting and information centres and editor are under the control of the PRO. The monthly journal named 'Sapthagiri' is edited and published in five languages namely, Telugu, English, Hindi, Tamil and Kannada. The circulation of the journal is about 25,000 copies on average a month during 1982-83.

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1. The TTD has decided to set up an Information Centre at Sydney in Singapore in the year 1985. Lakshminarayana, S., Executive Officer, TTD, Tirupati.
Indian Express, July 10, 1985. Please see Chapter 3 for details.



The press is headed by a Manager who functions under the general supervision of the PRO. There is a modern printing press and it is printing pamphlets, guide books, sthalapurams and other TTD publications in different languages. Further, all the registers, forms and all other printing material required for the TTD are printed in this press. The monthly journal 'Sapthagiri' in five languages and the multicoloured pictures of Sri Venkateswara, Padmavathi, etc., are also printed. The press is also printing and supplying Devasthanam panchangams, diaries and calenders every year. The Management Committee of TTD has taken a policy decision to print and publish new religious publications at cheap rates under the auspices of HDRS. Due to the expansion of the printing work, the press is functioning in shifts from June 1979. To cope up with the increase in work, a modern off-set printing machine and an automic folding machine have been purchased and installed in the press.

There is a well organised broadcasting system for TTD functioning both at Tirumala and Tirupati. This section is in charge of qualified technicians



who work under the supervision of PRO. The main functions of broadcasting section are: (1) Broadcasting of daily temple programmes like suprabhatam, thomala-seva, archana and vedaparayanam, (2) Broadcasting of devotional songs and relay broadcasting of all religious functions like Harikathas, Bhajans and puranams, (3) Broadcasting work at all important functions in all the institutions of the TTD both at Tirumala and Tirupati, (4) Broadcasting of all Arsha sadas programmes and all programmes at Annamacharya Kalamandir, etc., and (5) Distribution of public address equipment to the registered religious institutions at subsidised rates. Besides, the technicians of this department are attending to works at all the educational institutions of the TTD.

The main objective of opening of Information Centres in different places in the State of Andhra Pradesh and outside is to publicise the activities of the TTD and to inculcate religious faith among the people. The Government had accepted as early as in the year 1968 the proposal of the TTD to open information centres in all the States and Union Territories



of India either at the place where the capital of the State is located or at any other suitable place, if the public of the place is prepared to cooperate and offer a rent free building with the usual facilities to locate the centre. The Commissioner of Endowments accorded sanction to open information centres at all district headquarters in Andhra Pradesh. Accordingly, information centres were opened in several places and necessary staff has also been employed. The information centres were opened in metropolitan cities like Madras, Hyderabad, Delhi, Bangalore, Bombay and Mangalore and at several places in the State of Andhra Pradesh.

Sri Venkateswara Kalapeetam and Annamacharya Project

The TTD evolved a scheme for establishing an academy for fine arts and crafts in the year 1974 under the name 'Sri Venkateswara Kalapeetam'. A Special Officer was appointed in August 1979 for the Kalapeetam. He is under the personal supervision of the Executive Officer. The main objective of the institution is to revive the traditional arts and



crafts. The Music Wing of the Kalapeetam is to impart instruction of advance courses in fine arts. Many eminent people who are outstanding in their own field of art have been appointed as Asthana Vidwans of the TTD¹.

The administration has launched a scheme called 'Annamacharya Project' to propagate the compositions of Tallapaka Annamacharya, a great saint and devotee who glorified Lord Venkateswara by his compositions. This project is headed by a Special Officer who is under the control of the Executive Officer. The project has a phased programme of editing, composing and

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1. The Asthana Vidwans appointed are: 1) Vocal: Smt. M.S.Subbulekshmi, Lata Mangeshkar, Smt.M.L.Vasantha Kumari, Dr.Pinakapani, Dr.M.Balamurali Krishna, Dr.Nedunuru Krishna Murthy, Sandyavandanam Srinivasa Rao, Chinna Satyanarayana Nukala, and Semman-gudi Srinivasa Iyer; 2) Veena: Emani Sankara Sastry and Chitti Babu; 3) Violin: Prof.T.N.Krishan and Lalgudi G. Jayaram; 4) Sitar: Pandit Ravi Sankar; 5) Dance: Vempati China Satyam and Smt.Yamini Krishna Murthy; 6) Mridangam: Dandamudi Rama Mohana Rao, Yella Venkateswara Rao and Palghat T.S.Mani Iyer; 7) Nadaswaram: Namagiri Pettai Krishnan; 8) Flute: Prapancham Sitaram; 9) Agamasastra: V.Jagannadhacharyulu; 10) Pancharatna Agama: P.Satagopacharyulu; 11) Saivagama: N.Venkateswara Sarma; 12) Jyothisham: T.Chinna Hanuma Siddhanti; and 13) Veda & Kumara Adhyapaka: V.Ganapathi Sastry.



propagating the works of Annamacharya¹. As a part of the programme, LP Records of Annamacharya Krutis are being brought out. The TTD has adopted Tallapaka village and has started developing it into an ideal village.

Hindu Dharma Rakshana Samstha

The Hindu Dharma Prathistan is a semi-autonomous organisation with a view to promote and propagate the Hindu Dharma was established under Section 91(3) of the HR CE Act 17 of 1966, with a foundation grant of Rs.1 lakh in 1969. The Hindu Dharma Prathistanam has been designed as Hindu Dharma Rakshana Samstha from May 18, 1979. The objects of the HDRS include: (1) promotion and propagation of the Hindu Dharma; (2) the establishment and maintenance of institutions for imparting instruction in Hindu Dharma; (3) preparation, publication and dissemination of literature relating to the Hindu Dharma, and (4) training of dharmacharyas,

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1. The TTD proposes to open units of Annamacharya Projects at Hyderabad, Vijayawada and Visakhapatnam to propagate the works of the saint poet. The Hindu, March 22, 1985.



dharma pracharakas and such other personnel as may be required for propagation of the Hindu Dharma.

The Management Committee of the TTD has constituted a six member Governing Body for the HDRS in April 1980. The HDRS shall meet once in three months at Tirumala. There is a whole-time Secretary for the HDRS who is a person professing Hindu religion and well versed in the Hindu dharma. He is under the personal supervision of the Executive Officer. The Management Committee of the TTD has also constituted an Executive Committee of four members namely the Chairman of the Management Committee, the Commissioner, the Executive Officer and the Secretary of HDRS. The Executive Committee will meet on the same day on which the HDRS meets at Tirumala. The HDRS is competent to formulate its policies and execute them and act independently on its day-to-day administration. Every member other than Chairman and ex-officio members shall hold office for a period of three years. Every meeting of HDRS shall be convened by the Secretary of HDRS. The quorum for a meeting of the governing body and also of the Executive Committee shall be three.



Under the auspices of HDRS, regular programmes like religious discourses, music concerts, harikathas and bhajans, etc., are conducted daily both in the Annamacharya Kalamandir at Tirupati and in the Arsha Sadas Hall at Tirumala. The HDRS has set up its centres at different places¹. It has appointed Dharma propaganda workers in the States of Tamil Nadu and Karnataka. It has appointed Organising Assistants in the districts and also Assistant Secretaries in important centres in and outside the State of Andhra Pradesh for carrying out the objectives of the HDRS. The programmes in the districts cover training of school children in epic literature, epic study schemes, purana pravachanams, etc. The Assistant Secretaries have taken up organising village level centres to build a base for propagation of HDRS schemes.

Sthapathi is an architect and consultant as far as temple architecture is concerned and is under the control of the Executive Officer. The S.V. Production

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1. At present, there are about 17 HDRS centres in Andhra Pradesh and some branches in other States. It is proposed that another 12 branches are likely to be opened shortly in Andhra Pradesh.
From the Office of the Secretary, HDRS, TTD, Tirupati.



Centre is in his charge with 30 NMR **silpis** working in the preparation of various types of idols, etc., required by the TTD. The TTD will take his advice on all matters of temple architecture.

ORGANISATION AT TIRUMALA

Deputy Executive Officer (Tirumala)

A Deputy Executive Officer stationed at Tirumala is incharge of establishments such as Complaint Cell, Queue Complex, Temple Potu, Reception and Accommodation, Health, Canteens and Parakamani. A brief explanation is given here about the sections and departments under the supervision of the Deputy Executive Officer (Tirumala).

The Peishkar is incharge of Sri Vari Temple at Tirumala. He is to look after the daily rituals and other festivals conducted in the temple. He is also to supervise the hereditary mirasidars in the temple and to ensure that all the sevas are performed regularly as per the agamasastra. The Office of the Complaints Cell is functioning at Tirumala to enquire into and



redress the grievances of the pilgrims on the spot. The maintenance of queue lines is entrusted to the Peishkar (Complaint Cell).

A Peishkar has been posted at the Queue Complex¹ and he looks after the maintenance and regulation of queues. Providing of darshan to several thousands of pilgrims daily has been a baffling problem for the administration.

The Potu (Temple Kitchen) is one of the main sections in Srivari Temple at Tirumala. It is a place where prasadam is prepared for offering to the Lord and for distribution to the pilgrims. To

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1. The modern semi-circular two-tier queue complex building was inaugurated for the use of pilgrims in April 1985. The building was constructed at a cost of Rs.3 crores on the Southern side of the temple in the Chamakura Garden which is within easy reach and access to the pilgrims. The new queue complex was constructed in two floors with 33 compartments having a capacity of 500 persons each. It will accommodate about 16,500 pilgrims at a time. Following are the amenities provided by administration to the pilgrims in the queue complex: 1) Two TTD publication stalls, toilet facility and a cloak room are provided; 2) Television screens are provided to watch the temple programmes; and 3) Food packets, tiffin and coffee by TTD canteens, cool drinks and milk by reputed firms are supplied to the pilgrims.



administer this section, an Officer in the cadre of Peishkar has been appointed as Potu Peishkar. This section consists of four branches attending on different functions¹.

Reception and Accommodation : Providing proper accommodation and taking all necessary steps to safeguard life and property of the pilgrims is the main task of the TTD administration. The Reception Officer I is incharge of paid accommodation, i.e., cottages, guest

1. (i) Ugranam: The provisions are stored in this section and issued to the Gamekars (Mirasidars) for the preparation of prasadam and panyarams according to the approved dittam. The provisions required are supplied by the TTD Cooperative Stores, Tirupati, according to the monthly indent; (ii) Padipatu: The panya prasadam (Laddu, Vada and Appam) are prepared in this section by the Gamekars under the supervision of the Potu Inspector; (iii) Annaprasadam Potu: This is a place near Bangaru Vakili where Annaprasadams are prepared. After offering to the Lord, the prasadam is delivered to the Grihastas and Mirasidars according to the prescribed shares and the remaining prasadam (i.e., TTD's share) is distributed to the pilgrims in the queue lines free. The TTD is distributing their share of annaprasadams on an average of about 30 gangalams daily free to the pilgrims when they come out after darshan, and (iv) Vagapadi: The panyarams are stocked and issued in this section to the sales counters in the temple and to the Andhra Bank counter (opposite to Srivari Temple) outside the temple.

TTD Administration Report 1979-80, TTD, Tirupati, p.102.



houses, etc. There are about 800 cottages including suits at Tirumala. There are Enquiry Offices for each group of cottages to cater to the needs and convenience of the pilgrim devotees staying in the cottages and rooms. The TTD has been constructing cottages at Tirumala to cope up with the increasing influx of pilgrim population. This is in fact a non-stop programme.

The Reception Officer II is incharge of free choultries and Kalyanakattas. There are three big free choultries with a capacity of 662 rooms which are available to the pilgrims at no cost. For the benefit of the pilgrims, a Cooperative Stores, Reading Room, Cloth Shop, free Cloak Rooms, supply of vessels and locks are provided. The place where the pilgrim devotees fulfil their vows of tonsure is called Kalyanakatta. It is an institution of barbers maintained by the devasthanams to attend to the tonsorial ceremonies as a sigh of supreme self-sacrifice offered to the Lord by many devotees who visit Tirumala. The administration of kalyanakatta was taken



over by the TTD by entering into an agreement in November 1975 with the Dharmakarta of Kalyanakatta Barbers' Sangham. Under the agreement, the barbers are provided with the monthly salaries¹. The human hair derived is periodically sold in public auction.

The Panchayat administration of Tirumala village was with Devasthanams Health Officer previously. Now, it has been put under the control of Reception Officer III. He is also entrusted with the collection of rents from the employees occupying the TTD quarters and other buildings at Tirumala.

The Forest Department is headed by a Forest Range Officer who is under the control of the Deputy Executive Officer (Tirumala). The TTD has forest land to an extent of about 10 Km. radius around the Tirumala village. The TTD requires fuel of a large scale for use in the temple potu (kitchen) and in canteens and this is provided by the Forest Department.

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1. Since January 1985, the salary of the members of Barbers' Sangham has been fixed at Rs.750 per month each, from a paltry amount of Rs.300.



Canteens : A Special Officer was appointed to manage the canteens at Tirumala. He is under the overall control and supervision of Deputy Executive Officer (Tirumala). One at Anjanadri Nagar and another at S.V. Guest House are the two canteens located in Tirumala apart from the Central Canteen Complex. The Central Canteen Complex constructed in 1979 at a cost of Rs.50 lakhs has been meeting the food requirements of about 1,000 persons at a time. The canteen at Anjanadri Nagar also caters meals to the TTD employees at a concessional rate of Rs.1.25 per full meal and supplies food packets at a concessional rate of 0.60 paise to the pilgrims. Following are the other canteens at Tirumala which were leased out to private parties: (1) S.V. Canteen was leased out to M/s. Annapurna Hotels, (2) T.B. Canteen was leased out to M/s. Woodlands Hotels, and (3) Canteen at Thousand Pillar Mandapam, i.e., Sri Venkateswara Canteen was leased out to India Coffee Board. The India Coffee Board and Tea Board have put up coffee and tea stalls respectively at different places in Tirumala. Besides all these, there are large number of private hotels catering to the needs of the pilgrims.



Parakamani : Pilgrims make their offerings in cash and kind directly in the Srivari Hundi inside the Tirumala temple. The hundi (also known as Koppera) is emptied twice daily in the presence of Parupathyadar, an Officer of TTD, Head Vigilance Guard, Agent of Pedda Jiagar, Endowments Department representative and a pilgrim witness. Parakamani is the assortment of coins and currency, etc., that are received from the hundi. The parakamani officer is appointed to look after the parakamani work and to see that the coins and currency are handed over to the banks (i.e., State Bank of India and Andhra Bank on alternate days) for being credited to the TTD account. The gold, silver articles, etc., are sent to the Huzur Office at Tirupati for being auctioned periodically.

A critical analysis of the above information would reveal some observations. These observations would help in arriving at certain conclusions for increasing the efficacy of the administration of TTD and help in promoting better performance of the organisation.



The administration of the TTD is functioning under the TTD Act, 1979. It is found that the members of the Trust Board and Management Committee of the TTD are political appointees who have little or no knowledge of the administrative and financial aspects of the organisation. It is suggested that the members who are on the Trust Board of the TTD should have faith in Hinduism and be endowed with idealism and service with integrity and dedication in fulfilling the long range objectives of the administration. A judicious choice must be made of the members appointed by the State Government. The selection of the members should not be on the basis of political or such other considerations. The people of good character and outstanding learning in tenets of Hindu religion must be included in the Trust Board. A retired I.A.S. Official or a retired Judge of High Court or Supreme Court should also be included in the Board to lend dignity to it. When the Board is dealing with administrative and financial matters involving heavy financial commitments, it would be desirable to make the Finance Secretary



of the State Government as the ex-officio member of the Board. However, under the present set up, all the heavy financial decisions of the TTD must be approved by the Finance Ministry of the State Government. If the Finance Secretary of the Government is on the Board, his participation in the deliberations of the meeting on behalf of his Ministry will enhance the element of responsibility and quick decisions could be conveniently taken.

In addition to the regular members so appointed, a system can be evolved by which the administration should be able to invite outsiders to the meetings of the Trust Board who are popular and outstanding in one field or the other and who may be interested in improving the administration of the Devasthanams. It is suggested to invite a former Executive Officer or Chairman of the past Trust Board who would be readily available to the deliberations of the Board Meetings to help them with any background information and any matter coming up before the meeting for discussion. His role would, however be only



advisory in character. Necessary changes may be brought out in the TTD Act 1979 to give effect to the above suggestions.

The administrative set up of the TTD has undergone a considerable change during 1980-81 and 1982-83 for meeting the changed requirements of various departments and to improve efficiency in the staff. The remodelled administration of the TTD, it is found, has not considerably helped to increase the efficiency of the staff and for fixing of responsibility on the officers who are heading different departments. It is commonly felt by many observers that a better service could be provided by the administration in view of its comfortable resources position. It may be suggested that a Senior Officer, preferably a retired Chief Secretary, should be appointed as a one-man committee to study in detail the working of the TTD administration and to recommend measures to streamline the administration to give it a pilgrim welfare oriented approach.

The Executive Officer is the Chief Executive head to look after the entire organisation of the TTD.



As the head of the organisation, the Executive Officer should be primarily concerned with planning and organisation and leave other functions to his deputies and other officers of the TTD. In fact, it is observed by the researcher that the Executive Officer is over burdened with all powers and responsibilities. His shoulders are heavy since he is inevitably concerned with almost every part of the work of the TTD. It is desirable to delegate all functional powers and responsibilities of routine type of the Executive Officer to the Joint Executive Officer and Deputy Executive Officers. So that, he can concentrate on planning and other important matters. It will also enable the Executive Officer to attend the meetings of various establishments of the TTD. It is also necessary that an administrative manual may be prepared which should clearly indicate the powers and responsibilities of heads of various departments of the TTD.

It is found that in recent years, the Executive Officers are being transferred by the Government for every two or three years of their service in the TTD.



It is essential that the tenure of the Executive Officer should be fairly long. A longer tenure say for a period of five years, will help the Executive Officer to acquire greater familiarity with TTD affairs. It is an irony if a man is not allowed to continue in the office by the time he acquires such familiarity. Besides, longer the tenure, greater the possibility that the person holding the post develops some degree of commitment to the institution he serves. It also gives him an opportunity to plan and execute his ideas during his tenure and to provide stability and pragmatism in administering the institution.

The Executive Officer is at present subject to control and check by the Commissioner of Endowments, Government of Andhra Pradesh and can approach the Government only through the Commissioner which would result in delay. The question of upgrading the post of the Executive Officer of the TTD to that of the Commissioner of Endowments and vesting him with powers to deal directly with the Government needs consideration. Further, the Commissioner of Endowments Department should be redesignated as the Director of



Endowments like the existing directors of different Ministries like Agriculture, Fisheries, Marketing, Printing and Stationery, etc., of the State Government.

There are about 24 educational institutions including two charitable establishments under the control of the TTD. It is observed that there is no competent person or a suitable machinery for an effective supervision of the educational institutions. The present Devasthanam's Educational Officer is not adequate to the responsibilities imposed on him. Instead, a person of the rank of a Deputy Director of Public Instruction can be secured on deputation from the State Government and appointed in the Devasthanams with the status of Deputy Executive Officer.

At present, there is no separate department at the TTD to provide management information to the administration. The information on various matters is being provided by all the departments to the administration. This process had led to cumbersome procedure in the tabulation and analysis of the data compiled.



It may be suggested that the administration should set up an 'Economics and Statistics Department' in the administrative office to develop and provide management information system. This department has to collect the particulars on various matters of the TTD and compile the data for the purpose of research analysis. This will be very useful to the administration in taking various decisions. The proposed department may be headed by an Economist or a Statistician who has adequate research orientation and capable of presenting the data in a lucid manner. The department may be entrusted with the work of compilation and analysis of data in respect of pilgrims, income, expenditure, amenities, personnel, arjita sevas, investments and other schemes, etc. The Department of Economics and Statistics can be made a liaison department for all the establishments of the TTD and whatever the information required by any department can be furnished by this department.

Though the State Government had accepted long ago the TTD's proposal to open its Information Centres at every district headquarters in the State and at



each of the other State capitals, it is to be pointed out that the administration has not set up such centres in all the places as stipulated. It may be suggested that the TTD should take steps to open the information centres in all the district headquarters in the State and in all State capitals where the centres have not been opened so far. This would help in increasing the activities of the administration at various places.

It is observed that whenever VIPs and Ministers visit Tirumala, such occasions are used for political meetings. The peaceful and religious atmosphere at Tirumala has been gradually polluted by the politicians. It is suggested that no political conferences should be allowed to be held at Tirumala.



APPENDIX 2.1 : LIST OF TEMPLES OF THE TTD -
FIRST SCHEDULE

I. The temple of Sri Venkateswara Swami on Tirumala Hills with the sub temples of:

- 1) Sri Varaha Swami
- 2) Sri Bhashyakarulavari Temple No.1
- 3) Sri Bedi Hanumantharaya Swami
- 4) Sri Kshetrapalaka
- 5) Sri Dova Bhashyakarlu
- 6) Sri Anjaneya Swami (in front of Sri Varaha Swami)

II. The temples of Sri Govindarajaswami at Tirupati with the sub temples of:

- 1) Sri Saley Nancharama
- 2) Sri Choodikodutta Nancharamma (Sri Andal)
- 3) Sri Modal Alwar
- 4) Shakrath Alwar
- 5) Sri Madhurakavi Alwar
- 6) Sri Anjaneya Swami (near Dhvajasthambham)
- 7) Sri Anjaneya Swami (near Pedda Bugga)
- 8) Sri Manavala Mahamuni
- 9) Sri Nammlwar
- 10) Sri Vedanta Desikulu
- 11) Sri Woolu Alwar
- 12) Sri Tirumala Nambi
- 13) Sri Bhashyakarlu No.II
- 14) Sri Tirumangai Alwar
- 15) Sri Kurath Alwar
- 16) Sri Sanjeevarayaswami



- 17) Sri Parthasarathi Swami
- 18) Sri Venkateswara Swami

- III. The Temple of Sri Kothandaramaswami at Tirupati.
- IV. The Temple of Sri Kapileswaraswami at Tirupati.
- V. Sri Padmavathi's Temple at Tiruchanur with sub temples of:
 - 1) Sri Krishnaswami
 - 2) Sri Suryanarayanawami, and
 - 3) Sri Sundararajaswami
- VI. Sri Kalyana Venkateswara Swami Temple at Narayana-
varam with the sub temples of:
 - 1) Sri Agasteeswara Swami,
 - 2) Sri Papaswaraswami,
 - 3) Sri Avanakshiyamma,
 - 4) Sri Veerabhadraswami and
 - 5) Sri Sakthivinayakar.
- VII. Sri Venkateswara Swami Temple at Mangapuram
- VIII. Sri Vedanarayanawami Temple at Nagalapuram
- IX. Sri Chandramouleswara Swami and Sri Venkateswara Swami Temples at Rishikesh in the Andhra Ashram, and
- X. Any other minor temple attached to any of the above temples and not specifically mentioned above.

Source : The TTD Act 1979, TTD, Tirupati.



APPENDIX 2.2 : LIST OF EDUCATIONAL AND OTHER
INSTITUTIONS OF THE TTD -
SECOND SCHEDULE

- 1) Sri Venkateswara Samskruth Agama Vidya Kendram, Tirumala
- 2) Sri Venkateswara Veda Patasala, Tirumala
- 3) Sri Venkateswara Oriental High School, Tirupati
- 4) Sri Venkateswara Oriental College, Tirupati
- 5) Sri Vedanta Vardhini Sanskrit College, Hyderabad
- 6) Sri Venkateswara High School, Vellore
- 7) Sri Venkateswara High School, Tirupati
- 8) Sri Venkateswara Upper Primary School, Tirupati
- 9) Sri Padmavathi Girls' High School, Tirupati
- 10) Sri Venkateswara High School, Tirumala
- 11) Sri Venkateswara Elementary School, Tirumala
- 12) Sri Venkateswara School for Deaf, Dumb and Blind, Tirupati
- 13) Sri Padmavathi College for Women, Tirupati
- 14) Sri Venkateswara College, New Delhi
- 15) Sri Venkateswara Arts College (Day), Tirupati
- 16) Sri Venkateswara Arts College (Evening), Tirupati
- 17) Sri Govindarajaswami Arts College for Men, Tirupati
- 18) Sri Venkateswara Junior College, Tirupati
- 19) Sri Venkateswara College of Music and Dance, Tirupati
- 20) Sri Venkateswara Training Centre for Sculpture, Tirupati
- 21) Sri Padmavathi Women's Polytechnic, Tirupati
- 22) Sri Venkateswara Yoga Centre, Tirupati
- 23) Sri Venkateswara Home for the Disabled and Physically Handicapped, Tirupati (SV Poor Home)
- 24) Sri Venkateswara Balamandir, Tirupati

Source: The TTD Act , Tirupati.



CHAPTER 3

INCOME - ITS STRUCTURE AND SOURCES

Income to a religious institution like TTD is as much important as it is to a profit organisation. The income of the TTD is mostly spent on the administration and for financing various social and philanthropic purposes. The excess of income over expenditure known as surplus is invested in high yielding securities for securing good returns. The main purpose of this chapter is to review the income position of the TTD and to analyse the structure, pattern and magnitude of major items of income during a period of 10 years beginning from 1973-74 to 1982-83.

The TTD is the wealthiest religious institution in the country which receives income through votive offerings and other earnings from the pilgrims. In 1933, the total gross income of the TTD was about Rs.11 lakhs and by 1949, it rose to Rs.22 lakhs. The



revenue of the TTD had gone up to Rs.250 lakhs in 1964 and Rs.1,446 lakhs in 1976-77. The total income of TTD has increased to Rs.5,086 lakhs in 1984-85¹ as against Rs.3,800 lakhs during 1983-84 and Rs.3,482 lakhs in 1982-83. The main source of revenue for the TTD is the hundi receipt which account for about 29 per cent of the total income of the TTD and about 50 per cent of the income of Sri Tirumala Temple.

The revenue of the TTD is classified into two heads - ordinary receipts or revenue receipts and capital receipts. The ordinary revenue account covers items which are of a recurring nature and the capital receipts refer to earnings from the disposal of property and receipt of donations for the construction of buildings and other grants². Following are the ordinary receipts of the TTD: (1) Cash for different Arjita sevas³

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1. Yethiraja Rao, N., Minister for Endowments, Government of Andhra Pradesh, The Hindu, July 5, 1985.
 2. Prabhakara Rao, J.V., and Krishna Bhaskara Rao, V., 'Management of TTD Funds-I', Financial Express, June 8, 1983, p.5.
 3. Arjita sevas refer to different rituals performed to the Lord by the devotees on payment of a fee.



from the devotees, (2) Sale proceeds of panyarams like laddu, vada, etc., (3) Rent on buildings, cottages and guest houses, etc., (4) Sale of dairy produce, unproductive animals and agricultural produce, (5) Receipts from educational institutions maintained by the TTD like tuition fees, grants of the State Government and the University Grants Commission, etc., (6) Receipts from Transport Department, (7) Receipts from the sale of tonsure¹ tickets in Kalyanakatta and through sale of human hair, (8) Receipts towards the TTD share in the collection of Ear Boring Sangham and Desanthari Purohit Sangham, (9) Receipts from the TTD canteens at Tirupati and Tirumala, (10) Receipts from the TTD Press, (11) Interest from the Fixed Deposit Receipts and other investments, and (12) Other miscellaneous items like receipts from the sale of publications and old material, etc.

The capital receipts are Kanuka received through Hundi from the devotees (voluntary contributions), the sale proceeds of gold, silver articles and

1. It is the custom of devotees offering human hair in fulfilment of vows at Tirumala Temple as a sign of supreme self-sacrifice.



other valuables received through the hundi earnings and receipt of donations from the public for the construction of choultries and cottages, and donations received for the performance of religious rites and sevas out of its annual proceeds.

Index numbers were calculated for the date in the tables, so as to have a clear picture on the growth percentage of income during the period under study. The year 1973-74 was taken as the base year. In case the figures for the year 1973-74 were not available for any particular item, the year from which the figures were found in the table was taken as the base year. The financial year for the TTD is from 1st April to 31st March.

In the early periods, the system of accounting maintained by the TTD was in accordance with the procedure laid down by Local Funds Department of Andhra Pradesh State Government. When the administration did not have several departments and establishments,



it used to maintain consolidated statements of revenue and expenditure and balance sheet. This system did not have any accounting principles and could not reflect the accuracy of books of account. Further, it was found lopsided and defective and did not disclose the real financial position of the TTD. Therefore, it was thought that a new accounting system should be devised for the proper maintenance of accounts of the TTD. On the request of the TTD administration, R.Raja-gopalan, an Accounts Expert and Chief Cost Accounts Officer of the Government of India, had suggested a new double entry system of accounting. This was introduced in the TTD offices with effect from 1.4.1974. An Accounts Manual was prepared by him for the purpose and the same was approved by the State Government. Accordingly, the Accounting System of the TTD was divided into seven groups in which there are about 65 independent units and departments functioning under the overall supervision and control of the Executive Officer who is the chief administrative head of the TTD. The new scheme of accounting was intended to reflect with reasonable accuracy at any given point

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1. The Andhra Pradesh State Government approved the New Accounting System on 24.8.1973 in G.O.Ms.No.739, Revenue Department.



of time on the financial position of the TTD and the working results of its operations. The independent units would maintain all the books of original entry as laid down in the TTD Accounts Manual. The new type of accounting had facilitated the administration of the TTD to have financial control in an effective manner over all the 65 units in respect of both receipts and the expenditure.

THE ACCOUNTING PLAN OF THE TTD

The administration of the TTD is classified for accounting convenience into seven groups. Under the TTD Rules of 1979, there are about 31 accounting units for the total 65 independent establishments¹. Every accounting unit is to maintain the necessary books of account and the related records in accordance with the procedures laid down under the TTD Rules of 1979. There is a separate bank account for each of the accounting units of the TTD. Such bank accounts are maintained in separate branches of the banks. Each accounting unit of the TTD has a bank account. All the receipts received at the unit level are

1. The details of the 65 establishments of the TTD are given in Appendix 3.1.



transferred to Huzur Office by the respective banks on the day of collection itself. All the heads of items of assets, liabilities, receipts, disbursements and investments are given general ledger account code numbers. Some of the accounting code numbers are specifically reserved for operation only by particular accounting units¹. Under the new accounting system, the TTD prepares books of original entry² for recording necessary information relating to the original transactions. Separate forms are prescribed for each book

- | <u>1. Accounting Units</u> | <u>Code Numbers Reserved</u> |
|----------------------------|---|
| Huzur Office | - 010, 037, 038, 039, 051, 221 to 254, 281 to 284, 521 to 525, 548, 549, 551, 552, 701 to 704 |
| Tirumala Temple | - 021, 607, 621, 622 |
| Tirumala Choultries | - 631 |
| Tirumala General (RO) | - 022, 602, 641, 742, 643 and 684 |
| Other Temples | - 023 to 031, 603 to 611 |
| Tirupati Choultries (RO) | - 632 |
| Transport | - 125, 155, 185, 503, 513, 518, 585 and 652 |
| Press | - 682 |
| Tirumala Canteens | - 661 to 664 |
| Educational Institutions | - 041 to 044, 466, 467, 671 to 679, 694 |
| Tirupati Canteens | - 667, 666 |
2. (i) Revenue Book, (ii) Payments Books, (iii) Purchases Day Book, (iv) Transfer in Day Book, (v) Transfers out Day Book, (vi) Sales Day Book, (vii) Material Issues Day Book, and (viii) Monthly Routine Journal entries.



of original entry. Each book of original entry is self-balancing so that the total of the debit entries are equal to the total of credit entries. The number of columns to be opened in the books and specified title heads of account to be allotted to these columns are determined by the individual accounting units of the TTD in the light of their own requirements in consultation with the concerned officials.

TOTAL INCOME OF THE TTD

Table 3.1 indicates the consolidated revenue and capital income of TTD (Group A to G) for the period 1973-74 to 1982-83. The income of all TTD institutions rose from Rs.889.37 lakhs in 1973-74 to Rs.3,482.44 lakhs during 1982-83 representing an increase of nearly 291 per cent with an average annual rise of 29.10 per cent. During 1982-83, the income of Sri Tirumala Temple of Group-A constituted about 56.35 per cent of the total income of TTD followed by General Administration Department (29.14 per cent) and Service Departments for pilgrims (9.44 per cent). It can be seen from the table that the income of all institutions had a steady



TABLE 3.1 : CONSOLIDATED REVENUE AND CAPITAL RECEIPTS OF ALL TTD INSTITUTIONS (GROUP A TO G) DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	GROUP-A	GROUP-B	GROUP-C	GROUP-D	GROUP-E	GROUP-F	GROUP-G	Total
	Sri Tirumala Temple	Other Temples	Service Departments for Temples	Service Departments for Pilgrims	Engineering Division	General Administration	Educational Institutions	
1973-74	550.43 (100.00)	2.98 (100.00)	4.32 (100.00)	49.58 (100.00)	4 (100)	235.16 (100.00)	42.83 (100.00)	889.37 (100.00)
1974-75	661.16 (120.11)	8.82 (295.97)	8.86 (205.09)	53.62 (108.14)	10.20 (250.61)	259.79 (110.47)	34.24 (79.94)	1,036.69 (116.56)
1975-76	710.92 (129.15)	8.98 (301.34)	10.95 (253.47)	69.57 (140.31)	23.93 (587.96)	244.64 (104.03)	42.22 (98.57)	1,111.21 (124.94)
1976-77	700.69 (127.29)	9.57 (321.14)	9.96 (230.55)	77.32 (155.94)	32.70 (803.43)	572.68 (242.52)	45.13 (105.37)	1,448.05 (162.81)
1977-78	817.07 (148.44)	16.87 (566.10)	12.21 (282.63)	90.83 (183.19)	112.79 (2,771.25)	503.05 (213.91)	54.76 (127.85)	1,607.58 (180.75)
1978-79	936.42 (170.12)	21.05 (706.37)	1.70 (99.35)	111.71 (225.31)	12.47 (306.38)	412.43 (175.38)	60.97 (142.35)	1,556.75 (175.03)
1979-80	1,088.38 (197.73)	31.19 (1,046.64)	1.12 (25.92)	143.63 (289.81)	15.53 (381.57)	523.70 (222.69)	69.73 (162.80)	1,873.34 (210.63)
1980-81	1,298.73 (235.94)	29.89 (1,003.02)	3.73 (86.34)	217.90 (439.49)	36.50 (896.80)	601.16 (255.63)	90.14 (210.45)	2,278.05 (256.14)
1981-82	527.57 (277.52)	38.27 (1,284.22)	9.49 (219.67)	258.16 (520.69)	33.28 (817.69)	638.84 (271.66)	87.60 (204.52)	2,593.21 (291.57)
1982-83	1,962.60 (356.55)	50.99 (1,711.07)	7.24 (167.59)	294.10 (593.18)	32.25 (816.95)	1,014.80 (431.53)	119.46 (278.91)	3,482.44 (391.56)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.



rise during the selected period. It is proposed to examine here the major items of revenue and capital receipts separately.

REVENUE RECEIPTS OF THE TTD INSTITUTIONS

The revenue receipts of all the TTD institutions for the period 1973-74 to 1982-83 are shown in Table 3.2. The revenue receipts are received from different sources like Arjita sevas, sale of prasadams, rents, receipts of kalyanakatta, choultries and canteens, grants and other receipts, etc. It is seen from the table that there had been a consistent rise in the revenue receipts of all the TTD institutions from Rs.480.50 lakhs in 1973-74 to Rs.1,883.36 lakhs in 1982-83, indicating an average annual rise of 29.10 per cent. The income of Sri Tirumala Temple comprises of nearly 51.61 per cent of the revenue receipts of all groups of institutions followed by the General Administration Department (26.19 per cent). Sri Tirumala Temple ranked first among all the seven groups in receipt of the revenue income. The receipts of Tirumala Temple had steadily increased from



TABLE 3.2 : REVENUE RECEIPTS OF ALL TTD INSTITUTIONS (GROUP A TO G) DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	GROUP-A	GROUP-B	GROUP-C	GROUP-D	GROUP-E	GROUP-F	GROUP-G	Total
	Sri Tirumala Temple	Other Temples	Service Departments for Temples	Service Departments for Pilgrims	Engineering Division	General Administration	Educational Institutions	
1973-74	170.01 (100.00)	2.98 (100.00)	4.06 (100.00)	44.39 (100.00)	4.07 (100.00)	212.16 (100.00)	42.83 (100.00)	480.50 (100.00)
1974-75	235.97 (138.79)	5.91 (198.32)	8.86 (218.22)	53.58 (120.70)	10.20 (250.61)	234.38 (110.47)	34.24 (79.94)	583.14 (121.36)
1975-76	266.82 (156.94)	6.13 (205.70)	10.95 (269.70)	69.57 (156.72)	23.93 (587.96)	235.90 (111.18)	42.22 (98.57)	655.52 (136.42)
1976-77	293.68 (172.74)	6.35 (213.08)	9.95 (245.07)	77.32 (174.18)	6.61 (162.40)	187.00 (83.14)	45.13 (105.37)	626.04 (130.28)
1977-78	331.73 (195.12)	7.78 (261.07)	1.90 (46.79)	90.83 (204.61)	9.34 (229.48)	280.95 (132.42)	54.76 (127.85)	777.29 (161.76)
1978-79	402.21 (236.58)	9.57 (321.14)	1.24 (30.54)	104.30 (234.96)	12.47 (306.38)	306.91 (144.65)	60.35 (140.90)	897.05 (186.69)
1979-80	455.67 (268.02)	11.72 (393.28)	0.82 (20.19)	122.43 (275.80)	15.53 (381.57)	385.12 (181.52)	67.71 (158.09)	1,059.00 (220.39)
1980-81	581.96 (342.30)	14.32 (480.53)	3.56 (87.68)	180.50 (406.62)	36.50 (896.80)	457.52 (215.64)	81.02 (189.16)	1,337.80 (278.41)
1981-82	689.11 (405.33)	22.17 (743.95)	8.94 (220.19)	217.22 (489.34)	30.83 (757.49)	458.06 (215.90)	86.99 (203.10)	1,513.32 (314.94)
1982-83	972.10 (571.78)	29.14 (977.85)	6.71 (165.27)	256.30 (577.38)	13.25 (325.55)	493.31 (232.51)	112.55 (262.78)	1,893.36 (391.95)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.

Rs.170.01 lakhs during 1973-74 to Rs.972.10 lakhs in 1982-83 showing an increase of 471 per cent. There are about eight temples categorised under Group-B. The receipts of other temples had shown considerable increase from Rs.2.98 lakhs in 1973-74 to Rs.29.14 lakhs during 1980-81 recording nearly about ten-fold increase during the period.

As seen from the table, the revenue receipts of Service Departments for Temples (Group-C) went up by 169 per cent during 1975-76 over the year 1973-74. Further, the receipts had witnessed a sudden fall in 1977-78 and started rising from the year 1980-81. The revenue receipts of Service Departments for pilgrims (Group-D) had recorded a steady increase from Rs.44.39 lakhs in 1973-74 to Rs.122.43 lakhs in 1979-80 representing a rise of 175 per cent during this period. Since 1980-81, there had been a steady rise of revenue of Group-D. The income of this group had constituted about 13.60 per cent of revenue receipts of the TTD. The revenue income of the Engineering Division of Group-E ranged between Rs.4.07 lakhs in 1973-74 and Rs.13.25 lakhs during 1982-83 indicating an average



rise of 22.50 per cent a year. There were fluctuations in the revenue receipts of this group during the intermittant years because of uneven collection of security and other deposits from the contractors.

The revenue receipts of the General Administration Department (Group-F) had gone up consistently during the period of study. Next to Group-A, Group-F, was the largest receiver of revenue of all the groups of institutions of the TTD. The income of the General Administration Department rose by 132 per cent during the period. About 24¹ educational and charitable institutions were functioning under the control of the TTD. These institutions were categorised in Group-G. The revenue receipts of this group increased from Rs.42.83 lakhs in 1973-74 to Rs.112.55 lakhs during 1982-83 representing a rise of 162 per cent during the selected period. The share of the educational institutions in the revenue income of TTD was about 5.97 per cent in 1982-83.

1. Please see Chapter 2 for details.



Arjita Sevas

Table 3.3 indicates Revenue Receipts of major items of Sri Tirumala Temple. Arjita Sevas (paid sevas) are conducted at Tirumala and in other temples of the TTD. Devotees are allowed to perform certain kinds of worship and sevas in Tirumala Temple. The charges for various sevas range from Rs.100 to Rs.5,000¹. The revenue on the sale of admission tickets for various sevas had been one of the important sources of revenue of the TTD. From Arjita Sevas, TTD netted about Rs.340 lakhs during 1982-83 as against Rs.95.10 lakhs in 1973-74, representing an increase of 257 per cent during the period with an average rise of 25.70 per cent a year. There had been a steady rise of revenue on paid sevas during the years under study. On an average, it is revealed that about 30 kalyano-tsavams² are performed daily besides other Utsavams

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1. Details of the rates of Arjita Sevas and the temple timings of Sri Venkateswara Temple, Tirumala, are given in Appendices 3.2 and 3.3 respectively.
 2. About 175 kalyanotsavams were performed in a single day at Sri Vari Temple on May 21, 1985. This is said to be a record in the recent past.
- Andhra Prabha (Telugu Daily), May 22, 1985, p.1.



TABLE 3.3 : SRI TIRUMALA TEMPLE - MAJOR
REVENUE RECEIPTS DURING
1973-74 TO 1982-83

(Rupees in Lakhs)				
Years	Arjitam	Proktam (Laddu, Vada)	Sale of other Prasadams (Vagapadi)	Special Darshan
1973-74	95.10 (100.00)	65.75 (100.00)	7.48 (100.00)	-
1974-75	129.19 (135.84)	74.21 (112.86)	25.68 (343.31)	5.79 (100.00)
1975-76	130.06 (136.76)	79.93 (121.56)	22.68 (303.20)	30.96 (534.71)
1976-77	131.94 (138.73)	85.76 (130.43)	28.47 (380.61)	41.33 (713.81)
1977-78	142.87 (150.23)	110.44 (167.96)	24.83 (331.95)	47.88 (826.94)
1978-79	164.92 (173.41)	133.52 (203.07)	27.42 (366.57)	72.94 (1,259.75)
1979-80	180.05 (189.32)	151.23 (230.00)	27.85 (372.32)	88.37 (1,526.25)
1980-81	234.70 (246.79)	198.48 (301.87)	38.15 (510.02)	100.02 (1,727.46)
1981-82	273.86 (287.97)	241.31 (367.01)	36.17 (483.55)	125.47 (2,167.01)
1982-83	340.00 (357.51)	310.00 (471.48)	41.00 (548.12)	160.00 (2,752.00)

Note : Figures in parenthesis indicate
index numbers with 1973-74 as
the base year (100).

Source : Compiled from the Annual Reports
of the TTD.



like Vasantotsavam, Sahasra Kalasabhishekam and Tirupavada, etc.

Proktam (Laddu and Vada)

An important item of revenue receipt of Sri Vari Temple is Proktam. Several kinds of food prasadam and panyarams are being prepared and offered to the Lord daily and for distribution to the devotees. Some of the prasadams are distributed to the pilgrims free of charge. The Potu is one of the main sections in Sri Vari Temple at Tirumala where prasadams like Laddu, Vada and Appam are prepared by the Gamekars¹ under the supervision of the Potu Inspector. After offering to the Lord, prasadams are delivered according to the prescribed shares to the Mirasidars and to the TTD administration² for sale to the devotees. The prasadams like Laddu and Vada are sold only at two

-
1. Gamekars are archaka mirasidars who prepare prasadams at Tirumala Temple.
 2. The prasadams for sale are shared between the administration and the hereditary mirasidars in the following way. One proktam, i.e., 51 laddus of which about 40 would go to the administration and 11 would be received by the mirasidars.
- Office of the Temple Section, TTD, Tirupati.



places in Tirumala - one at Vagapadi inside the main temple and the other at Andhra Bank Counter in the Thousand Pillar Mantapam Hall opposite to the temple. Since 1982-83, these prasadams are also made available for sale to the pilgrims in Sri Govindaraja Swamy Temple at Tirupati. Laddu is at present sold at Rs.3 each. As seen from Table 3.3, the revenue from the sale of laddu and vada had fetched Rs.310 lakhs in 1982-83 against Rs.65.75 lakhs during 1973-74 recording a rise of 371 per cent and an average increase of 37.10 per cent a year. It was noticed that the laddus were sold more than the cost price during 1982-83. This could be attributed to the fact that the administration had realised a surplus revenue of Rs.60 lakhs in 1982-83 from the sale of prasadams over its expenditure.

During 1984-85, the cost of preparation of laddus had substantially increased due to the rise in the prices of ingredients that were used in the preparation of laddus. As a result, it was estimated that the cost of preparation of laddu abruptly rose



from Rs.3 to Rs.4.04¹ each. However, the administration had not revised the price of laddu during the year. It may be noted that laddus were sold to the devotees at less than the cost price during 1984-85.

Now the TTD intends adding saffron and refined camphor to the list of ingredients² that go into the making of laddu not only to increase its life span but also to maintain the flavour, characteristic of the Tirumala laddu. The inclusion of these two costly spices, as the latest cost sheet worked out by the TTD would push up the laddu's price from the present Rs.3 to Rs.5.15. Keeping this point in view, the TTD administration is thinking of rising the price of its laddu from Rs.3 to Rs.5.15. However, the TTD has not taken any decision on the upward price revision but would wait for the public reaction³. The TTD also

1. As per the estimate worked out by the administration for the year 1984-85, it would cost the TTD Rs.206 to produce one prokṭam, i.e., 51 laddus.

The Hindu, August 8, 1985.

2. Following are the ingredients that are used in the preparation of laddu : Ghee, Cashew-nuts, Dried Grapes, Almond Seeds, Sugar, Cardomoms and Sugar candy.

3. Lakshminarayana, S., Executive Officer, TTD, The Hindu, August 8, 1985, p.9.



sells prasadam other than laddu and vada to the devotees at Tirumala Temple. The revenue during 1973-74 on this account was Rs.7.48 lakhs and it rose to Rs.41 lakhs in 1982-83 showing an increase of about 448 per cent during the period under study. It is observed that prasadam other than laddu were sold at cost price.

It is observed that, for obvious reasons, the administration does not distribute all the prasadam free of charge to several thousands of pilgrims daily. The rates for offering of prasadam (cherupus) and panyarams (padis) to the Lord by the devotees are presented in Appendix 3.4.

Special Darshan

Another important item of revenue receipt is from the sale of special darshan tickets. The TTD administration has introduced special darshan tickets of Rs.25 per head during the year 1974-75. This facility is to ensure quick darshan to those pilgrims who do not have the stamina or patience to withstand the strain of going through the long queue or lack of



time or inclination to wait for longer hours in the queue for darshan. The pilgrims buy the tickets from the counter opposite the main temple which would enable them to join the queue line at Dwajasthambham and thereby they are facilitated to have the darshan of the Lord within about 30 minutes. As seen from Table 3.3, the revenue on the sale of special tickets was Rs.160 lakhs during 1982-83 against Rs.5.79 lakhs in 1974-75 indicating nearly about 28-fold increase during the period. There had been a consistent rise in the revenue of this item in all the years under study. This was quite possible because of increasing patronage of the affluent and middle class pilgrims for this mode of darshan.

Table 3.4 indicates the number of sevas performed in Sri Tirumala Temple during the period 1975-76 to 1982-83. There are about 13 important sevas rendered in the temple of which the Koilalwar Tirumanjanam Seva was not performed so far. The total number of sevas performed to Lord rose by 376 per cent from 1975-76 to 1982-83. Of all the sevas, Kalyanotsavam and Amantranotsavam were performed by the devotees in



TABLE 3.4 : NUMBER OF SEVAS PERFORMED IN SRI VARI TEMPLE DURING 1975-76 TO 1982-83

Sl. No.	Name of the Seva	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83
1)	A-antranotsavam	NA	NA	7,710 (100.00)	8,542 (110.79)	7,740 (100.38)	9,298 (120.59)	10,470 (135.79)	11,543 (149.71)
2)	Kalyanotsavam	6,648 (100.00)	6,660 (100.18)	6,836 (103.58)	8,104 (121.90)	9,119 (137.16)	10,273 (153.92)	11,432 (171.96)	12,674 (190.64)
3)	Brahmotsavam	NA	NA	464 (100.00)	308 (66.37)	381 (82.11)	629 (135.56)	715 (154.09)	773 (166.59)
4)	mjal Seva (Dolot Seva) Introduced from 19.10.1975)	197 (100.00)	399 (372.83)	592 (553.27)	897 (838.31)	1,131 (1,057.00)	1,279 (1,195.32)	1,394 (1,302.80)	1,464 (1,368.22)
5)	Theppotsavam	NA	NA	27 (100.00)	57 (211.11)	53 (196.29)	86 (318.51)	92 (340.74)	98 (362.96)
6)	Sahasra Kalasabhishekan	263 (100.00)	263 (100.00)	295 (112.16)	290 (110.26)	319 (121.29)	319 (121.29)	322 (122.43)	332 (126.23)
7)	Tiruppavada	35 (100.00)	46 (131.42)	43 (122.85)	57 (162.85)	58 (165.71)	86 (245.71)	105 (300.00)	120 (342.85)
8)	Aabishekan to Mula Varu	NA	NA	2,336 (100.00)	2,592 (110.95)	2,894 (123.45)	5,341 (228.63)	6,740 (283.52)	6,982 (298.88)
9)	Sahasra Deepalankaram (Introduced in December 1979)	-	-	-	-	8 (100.00)	48 (600.00)	60 (750.00)	71 (897.50)
10)	Koll Alwar Tirumanjanam	-	-	-	-	-	-	-	-
11)	Vasanthotsavam	48 (100.00)	73 (152.08)	47 (97.91)	73 (152.08)	42 (87.50)	68 (141.66)	81 (168.75)	102 (212.50)
12)	Pavithrotsavam	-	-	-	-	-	74 (100.00)	85 (114.86)	94 (110.58)
13)	Vahana Seva	-	-	1,721 (100.00)	1,873 (108.93)	1,500 (87.15)	1,126 (65.42)	1,235 (71.76)	1,310 (76.11)
		7,101 (100.00)	7,441 (104.78)	20,121 (283.35)	22,793 (320.98)	23,235 (327.20)	28,587 (402.57)	32,731 (460.93)	33,842 (476.58)

Note : Figures in parenthesis indicate index numbers with 1975-76 as the base year (100).

NA : Not Available

Source : Compiled from the Annual Reports of the TRD.



large number. These sevas had become more popular in recent years among the rich devotees. About 12,674 kalyanotsavams were performed to the Lord by the devotees during 1982-83 as against 6,648 kalyanotsavams in 1975-76 representing an increase of about 90 per cent.

The information about the number of pilgrims who had darshan of the Lord during the period 1974-75 to 1982-83 is presented in Table 3.5. There had been significant rise of pilgrims for darshan of the Lord during the selected period. The number of pilgrims to Tirumala had gone up from 40.69 lakhs in 1974-75 to 78.71 lakhs in 1982-83 with an average rate of 10 per cent increase a year. It is observed that there had been steep increase in the number of pilgrims going for special darshan. The number of pilgrims who had special darshan recorded more than four-fold increase from 1975-76 to 1982-83. Similarly, the number of pilgrims who had darshan of the Lord by coming in general queue had also recorded a marginal increase over years. It had gone up by less than two-fold in a period of nine years. This showed that the number



TABLE 3.5 : NUMBER OF PILGRIMS HAD
DARSHAN DURING 1974-75
TO 1982-83

(In Lakhs)

Years	Darshan in General Queue	Special Darshan	Total
1974-75	40.69 (100.00)	NA	40.69 (100.00)
1975-76	45.53 (111.90)	1.24 (100.00)	46.77 (114.95)
1976-77	53.72 (132.02)	1.66 (134.33)	55.38 (136.11)
1977-78	54.69 (134.40)	2.04 (164.94)	56.73 (139.42)
1978-79	56.91 (139.88)	2.86 (230.70)	59.77 (146.90)
1979-80	58.51 (143.79)	3.53 (285.42)	62.04 (152.48)
1980-81	65.35 (160.61)	4.00 (322.99)	69.35 (170.44)
1981-82	70.49 (173.25)	4.87 (393.03)	75.36 (185.21)
1982-83	73.51 (180.66)	5.20 (420.28)	78.71 (193.45)

Note : Figures in parenthesis indicate
index numbers with 1974-75 as
the base year (100).

NA : Not Available

Source : Compiled from the Annual Reports
of the TTD.



of pilgrims who had darshan in general queue had increased at a lower rate when compared to the increase in the percentage of number of pilgrims who enjoyed the special ticket facility. About 93.39 per cent of the total pilgrims had darshan of the Lord by coming in general queue and the rest 6.61 per cent pilgrims by special darshan facility. It may be noted that on average, about 21,863 pilgrims had darshan of the Lord every day during 1982-83.

REVENUE FROM OTHER TEMPLES

The revenue receipts from other temples (Group-B) are shown in Table 3.6. The total receipts of Group-B during the year 1982-83 were Rs.29.14 lakhs against Rs.2.98 lakhs in 1973-74 recording an increase of nearly nine times during the period. Of all the eight temples, Sri Padmavathi Ammavari Temple of Tiruchanoor had received the largest revenue which comprised of nearly 50.75 per cent of the total receipts of Group-B followed by Sri Govindaraja Swamy Temple of Tirupati (32.25 per cent). There was a steep rise of the income of Sri Padmavathi Ammavari Temple



TABLE 3.6 : REVENUE RECEIPTS FROM OTHER TEMPLES DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	Sri Govinda- raja Swamy Temple, Tirupati	Sri Padmanavathi Annavari Temple Tiruchanoor	Sri Kodanda- ramaswamy Temple, Tirupati	Sri Kapiles- wara Swamy Temple, Tirupati	Sri Venkates- wara Swamy Temple, Mangapuram	Sri Kalyana Venkateswara swamy Temple, Narayanaaram	Sri Vedanara- yanaswamy Temple, Nagalapuram	Andhra Ashram, Rishikesh	Total
1973-74	1.40 (100.00)	0.90 (100.00)	0.10 (100.00)	0.09 (100.00)	0.14 (100.00)	0.02 (100.00)	0.03 (100.00)	0.30 (100.00)	2.98 (100.00)
1974-75	2.28 (162.85)	2.42 (268.83)	0.14 (140.00)	0.16 (177.77)	0.25 (178.57)	0.04 (200.00)	0.05 (166.66)	0.57 (190.00)	5.91 (198.32)
1975-76	2.38 (170.00)	2.40 (266.66)	0.16 (160.00)	0.21 (233.33)	0.26 (185.71)	0.05 (250.00)	0.07 (233.33)	0.60 (200.00)	6.13 (205.70)
1976-77	2.63 (187.85)	2.02 (224.44)	0.14 (140.00)	0.28 (311.11)	0.19 (135.71)	0.06 (300.00)	0.05 (166.66)	0.98 (326.66)	6.35 (213.08)
1977-78	3.09 (220.71)	2.77 (307.77)	0.17 (170.00)	0.31 (344.44)	0.44 (314.28)	0.08 (400.00)	0.08 (266.66)	0.84 (280.00)	7.78 (261.07)
1978-79	3.18 (227.14)	3.95 (438.88)	0.31 (310.00)	0.38 (422.22)	0.73 (521.42)	0.08 (400.00)	0.07 (233.33)	0.87 (290.00)	9.57 (321.14)
1979-80	3.76 (268.57)	4.78 (531.11)	0.43 (430.00)	0.53 (588.88)	0.85 (607.14)	0.13 (650.00)	0.06 (200.00)	1.18 (393.33)	11.72 (393.28)
1980-81	4.38 (312.22)	6.52 (724.44)	0.37 (370.00)	0.52 (577.77)	1.12 (800.00)	0.14 (700.00)	0.08 (266.66)	1.19 (396.66)	14.32 (480.53)
1981-82	7.04 (506.42)	11.26 (1,251.11)	0.39 (390.00)	0.58 (644.44)	1.51 (1,078.57)	0.17 (850.00)	0.15 (500.00)	1.02 (340.00)	22.17 (743.95)
1982-83	9.40 (671.42)	14.79 (1,643.33)	0.33 (330.00)	0.65 (722.22)	2.00 (1,428.57)	0.13 (650.00)	0.30 (1,000.00)	1.54 (513.33)	29.14 (977.85)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100)

Source : Compiled from the Annual Reports of the TTD.

particularly in financial years 1981-82 and 1982-83 over its preceding years. This could be attributed to the rise of revenue on arjita sevas. The revenue of other temples also witnessed marginal rise during the years under study.

Table 3.7 presents Arjitam collections from other temples. Between 1974-75 and 1982-83, arjitam revenue from all temples rose from Rs.5.41 to Rs.16.83 lakhs showing an increase of 211 per cent. Among all the temples, Sri Padmavathi Ammavari Temple received nearly 59.41 per cent of revenue of Group-B temples in 1982-83 followed by Sri Govindarajaswamy Temple (23.82 per cent). The arjitam collections of other six temples had not shown any significant increase over the years. The arjitam revenue of Sri Govindarajaswamy Temple had to be distributed between the TTD and Mirasidars¹. The particulars of the conduct

-
1. Mirasidars are archakas who perform sevas and worship in the temples. About 90 per cent of the revenue on arjita sevas is received by the TTD and the remaining 10 per cent by the mirasi archakas. In Sri Padmavathi Ammavari Temple, two-thirds of the arjitam revenue is received by archakas and the remaining one-third share by the TTD.



TABLE 3.7 : ANJITAM COLLECTIONS OF OTHER TEMPLES DURING 1974-75 TO 1982-83

(Rupees in Lakhs)

Sl. No.	Name of the Temple	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83
1.	Sri Govindaraja Swamy Temple, Tirupati	3.06 (100.00)	3.05 (99.67)	3.04 (99.34)	3.06 (100.00)	2.89 (91.44)	3.27 (106.96)	3.58 (116.99)	6.03 (197.05)	4.01 (131.04)
2.	Sri Padmanavathi Annavari Temple, Tiruchanoor	1.73 (100.00)	1.22 (70.52)	1.21 (69.94)	1.15 (66.47)	1.26 (113.29)	2.83 (163.58)	4.61 (266.47)	6.60 (381.50)	10.00 (573.03)
3.	Sri Kodanda Rama Swamy Temple, Tirupati	0.12 (100.00)	0.11 (91.66)	0.12 (100.00)	0.16 (133.33)	0.19 (159.33)	0.22 (183.33)	0.23 (191.66)	0.31 (258.33)	0.27 (225.00)
4.	Sri Kapilesvara Swamy Temple, Tirupati	0.17 (100.00)	0.17 (100.00)	0.18 (105.83)	0.27 (158.82)	0.28 (163.70)	0.41 (241.17)	0.37 (217.64)	0.38 (223.52)	0.40 (235.29)
5.	Sri Venkateswara Swamy Temple, Mangapuram	0.20 (100.00)	0.22 (110.00)	0.24 (120.00)	0.34 (170.00)	0.61 (305.00)	0.76 (380.00)	0.94 (470.00)	1.33 (665.00)	1.80 (900.00)
6.	Sri Kalyana Venkateswara Swamy Temple, Narayanavaram	0.04 (100.00)	0.05 (125.00)	0.06 (150.00)	0.07 (175.00)	0.07 (175.00)	0.07 (175.00)	0.08 (200.00)	0.13 (325.00)	0.10 (250.00)
7.	Sri Vedanarayana Swamy Temple, Nagalapuran	0.03 (100.00)	0.02 (66.66)	0.02 (66.66)	0.07 (233.33)	0.05 (166.66)	0.04 (133.33)	0.03 (100.00)	0.04 (133.33)	0.07 (233.33)
8.	Andhra Ashram Temple, Rishikesh	0.06 (100.00)	0.08 (133.33)	0.09 (150.00)	0.12 (200.00)	0.11 (183.33)	0.13 (216.66)	0.13 (216.66)	0.14 (233.33)	0.18 (300.00)
TOTAL		5.41 (100.00)	4.91 (90.75)	4.96 (91.68)	5.24 (96.85)	6.16 (113.36)	7.73 (142.98)	9.97 (184.28)	14.96 (276.52)	16.83 (311.09)

Note : Figures in parenthesis indicate index numbers with 1974-75 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.



of arjita sevas in other temples (Group-B) are furnished in Appendix 3.5.

REVENUE FROM SERVICE DEPARTMENTS FOR TEMPLES

The revenue receipts from Service Departments for temples (Group-C) are indicated in Table 3.8. There are three departments in this group. They are Dairy Farm, Garden Department and Forest Department. The total receipts of Group-C went up from Rs.4.06 lakhs in 1973-74 to Rs.10.95 lakhs during 1975-76 having an increase of 165 per cent. They recorded a steep fall during 1977-78. Again, there was an increase of the revenue since 1980-81 onwards. The revenue receipts of this group were received from the sale of milk to various temples and sale of uneconomic animals in public auction. Due to inadequate fodder position at the farm, maintenance of large number of animals had become difficult for the administration.

There is a separate department maintained by the TTD for developing flower and ornamental gardens. Flower gardens are grown for supplying flowers to



TABLE 3.8 : REVENUE RECEIPTS FROM SERVICE
DEPARTMENTS FOR TEMPLES DURING
1973-74 TO 1982-83

(Rupees in Lakhs)

Years	UNIT CODE NOS.			Total
	365	366	367	
	SV Dairy Farm	Garden Department	Forest Department	
1973-74	1.79 (100.00)	2.09 (100.00)	0.18 (100.00)	4.06 (100.00)
1974-75	4.78 (267.03)	1.89 (90.43)	2.19 (1,216.66)	8.86 (218.22)
1975-76	5.44 (303.91)	2.13 (101.91)	3.38 (1,877.77)	10.95 (269.70)
1976-77	3.95 (220.67)	3.08 (147.36)	2.92 (1,622.22)	9.95 (245.07)
1977-78	1.22 (68.15)	0.01 (0.47)	0.67 (372.22)	1.90 (46.79)
1978-79	0.55 (30.72)	0.03 (1.43)	0.66 (366.66)	1.24 (30.54)
1979-80	0.52 (29.05)	0.15 (7.17)	0.15 (83.33)	0.82 (20.19)
1980-81	0.66 (36.87)	0.26 (12.44)	2.64 (1,466.66)	3.56 (87.68)
1981-82	0.92 (51.39)	0.23 (11.00)	7.79 (4,327.77)	8.94 (220.19)
1982-83	0.51 (28.49)	0.16 (7.65)	6.04 (3,355.55)	6.71 (165.27)

Note : Figures in parenthesis indicate
index numbers with 1973-74 as
the base year (100).

Source : Compiled from the Annual Reports
of the TTD.



various temples at Tirumala and Tirupati in about 147 acres of land¹. It is revealed that the Garden Department is able to supply about 95 per cent of the flower requirements of the TTD temples. The revenue of the department is only from the supply of flowers and vegetables to temples and canteens of the TTD (i.e., book adjustment at market value). The owned forest land of TTD comprises of about 10 Km. radius² around the Tirumala village. The TTD receives fuel required for use in the Temple Potu (Kitchen) and in canteens through the contractors. Of the three departments of Group-C, the Forest Department received about 90 per cent of the revenue followed by S.V. Dairy (7.60 per cent) during 1982-83.

INCOME FROM SERVICE DEPARTMENTS FOR PILGRIMS

Table 3.9 depicts the revenue receipts of Service Departments for pilgrims of Group-D. There are about 19 establishments in this group. The establishments in Group-D receive revenue from different sources.

1. The details of the gardens can be seen in Chapter 4.


2. The Hindu, August 5, 1985, p.10.



TABLE 3.9 : REVENUE RECEIPTS OF SERVICES DEPARTMENTS FOR PILGRIMS DURING 1973-74 TO 1983-84

(Rupees in Lakhs)

Years	CHOULTRIES AND COTTAGES			CANTENS			Kalyana-Katta	Sale of Human Hair	Purchase Sangham	Bar Boring Sangham	Publications (Editor)	Toll Gate	Information Centres	Press	Medical and Health
	Tirumala	Tirupati	Total	Tirumala	Tirupati	Total									
1973-74	18.55 (100.00)	1.35 (100.00)	19.90 (100.00)	6.52 (100.00)	2.60 (100.00)	9.12 (100.00)	NA	NA	0.35 (100.00)	0.24 (100.00)	5.53 (100.00)	5.21 (100.00)	MA	4.97 (100.00)	5.45 (100.00)
1974-75	21.27 (114.66)	2.00 (148.14)	23.27 (116.93)	9.54 (146.31)	2.23 (85.76)	11.17 (123.05)	5.25 (100.00)	2.31 (100.00)	0.56 (160.00)	0.32 (133.33)	2.54 (45.93)	4.63 (83.86)	1.21 (100.00)	6.49 (130.58)	9.63 (176.59)
1975-76	31.94 (168.09)	2.51 (185.92)	33.45 (168.09)	14.50 (222.39)	2.95 (113.46)	17.45 (131.33)	7.93 (151.04)	3.59 (155.41)	0.97 (277.14)	0.58 (241.66)	3.55 (64.19)	4.34 (83.30)	0.96 (71.07)	9.30 (187.12)	9.48 (173.94)
1976-77	49.93 (250.90)	3.00 (222.22)	49.93 (250.90)	5.74 (88.03)	3.51 (135.00)	9.25 (101.42)	16.45 (313.33)	13.67 (591.77)	0.73 (208.57)	0.77 (320.93)	2.93 (52.98)	5.96 (114.39)	0.62 (51.23)	6.80 (136.92)	7.96 (146.05)
1977-78	64.38 (326.53)	4.05 (300.00)	64.38 (326.53)	5.66 (86.90)	3.38 (130.00)	9.04 (77.12)	13.89 (378.95)	17.61 (762.33)	0.31 (260.00)	1.00 (416.66)	5.03 (92.04)	7.20 (138.19)	0.64 (52.89)	1.05 (21.12)	3.89 (71.37)
1978-79	75.62 (370.83)	6.83 (505.92)	75.62 (380.00)	7.07 (108.43)	3.84 (147.69)	10.91 (119.62)	27.47 (523.23)	17.40 (753.24)	1.24 (354.28)	1.11 (462.50)	4.97 (39.87)	8.81 (169.09)	2.31 (190.90)	1.58 (31.79)	4.04 (74.12)
1979-80	82.55 (403.48)	6.59 (488.14)	82.55 (414.92)	8.56 (131.28)	5.98 (230.00)	14.54 (159.42)	23.41 (415.90)	13.07 (825.54)	1.25 (357.14)	1.16 (483.33)	5.58 (100.90)	8.10 (155.47)	5.51 (455.37)	1.72 (34.60)	10.02 (183.85)
1980-81	85.45 (460.64)	7.45 (551.85)	92.90 (466.83)	67.13 (659.50)	7.52 (289.23)	50.52 (553.94)	24.49 (466.47)	24.34 (1,053.67)	1.22 (348.57)	1.20 (500.00)	7.63 (137.97)	8.28 (158.92)	7.30 (603.30)	2.08 (41.85)	16.21 (297.43)
1981-82	112.70 (607.54)	8.27 (612.59)	120.97 (607.88)	67.13 (1,029.60)	9.74 (374.61)	76.87 (842.87)	33.88 (645.33)	23.76 (1,245.02)	1.52 (434.28)	1.03 (154.16)	13.11 (237.07)	8.16 (156.62)	9.89 (817.35)	9.79 (136.98)	17.01 (312.11)
1982-83	123.75 (667.11)	10.46 (774.81)	134.21 (674.42)	58.01 (837.72)	8.60 (330.76)	66.61 (730.37)	35.00 (666.66)	37.00 (1,601.73)	1.20 (342.85)	1.00 (416.66)	14.80 (267.63)	11.00 (211.13)	13.07 (1,080.16)	8.65 (174.04)	18.13 (332.66)



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Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

MA : Not Available

* The fall is because of handing over of S.V.Canteen to M/s. Annapurna Hotels from 21.3.1976.

** The increase in revenue of canteens is due to the opening of New Canteen Complex at Tirumala.

Source : Compiled from the Annual Reports of the ITD.

They are: rents on cottages, guest houses and buildings, receipts from the canteens at Tirumala and Tirupati, sale of tonsure tickets in Kalyanakatta and sale of human hair, sale of publications and old material, receipts from the press and toll gates, etc.

Choultries and Cottages

The paid accommodation¹ is available at Tirumala and Tirupati along with free accommodation. There are about 800 cottage rooms including suits at Tirumala and about 218 cottage rooms at Tirupati. The details of number of choultries and cottages and their rates charged at Tirumala and Tirupati are furnished in Appendix 3.7. The devasthanams do not encourage pilgrims to stay in furnished accommodation for more than one day at a time, except on special reasons. There is a heavy demand for paid accommodation at Tirumala. As seen from Table 3.9, the revenue of the choultries and cottages both at Tirumala and Tirupati rose from Rs.19.90 lakhs in 1973-74 to Rs.134.21 lakhs during

1. The conditions for reservation of accommodation in TTD cottages are furnished in Appendix 3.6.



1982-83 representing a seven-fold increase with an annual average rise of 57.40 per cent. The revenue from cottages of Tirumala comprised of about 92.20 per cent of the total receipts under this head.

At present, the rents for cottages at Tirumala ranged between Rs.10 and 50 depending upon the area and the standard of the cottages. It is found that the rates charged for some of the cottages at Tirumala is cheaper when compared to similar accommodation elsewhere. Though the cost of maintenance of the choultries and cottages had increased, it is found that the administration had realised a surplus revenue of Rs.41.04 lakhs over its expenditure during 1982-83 (Table 3.11).

Canteens

The canteens are one of the important sources of revenue to the TTD. Providing hygienic food to the pilgrims visiting Tirumala and Tirupati is an important responsibility of the administration. For this purpose, Food Adulteration Act is strictly enforced at Tirumala.



The sale of foodstuffs has been regulated through a scheme of licensing. The object of the TTD canteens is to serve the pilgrims in the best possible manner by providing hygienic food and sweets at cost price. At Tirumala, there are three canteens, one at Anjanadri Nagar, the second at S.V. Guest House and the third is Canteen Complex opposite to Kalyanakatta. At Tirupati, one canteen was located in one of the choultries at Tirupati and the other one was leased out to Indian Coffee Board. It could be seen from Table 3.9 that the revenue of the canteens at Tirumala which commenced with a small amount of Rs.6.52 lakhs in 1973-74 increased gradually to Rs.58.38 lakhs during 1982-83 representing about nine-fold rise. Since 1980-81, there was a consistent rise of revenue of the canteens. This was due to the opening of new Central Canteen Complex. About 87.08 per cent of canteen revenues were from Tirumala canteens. The receipts of the canteen maintained by the TTD at Tirupati were not significant. However, since 1979-80, there had been a slight increase in canteen revenues. It is observed that running of canteens was unremunerative to the administration as was seen from Table 3.11.



Kalyanakatta¹

The administration of Kalyanakatta was taken over by the TTD by entering into an agreement in November 1975 with the Kalyanakatta Barbers' Sangham². The receipts by the sale of tonsure tickets had a gradual rise from Rs.5.25 lakhs in 1973-74 to Rs.35 lakhs during 1982-83. There was a decline of the revenue of the Kalyanakatta during 1979-80 to Rs.23.41 lakhs from Rs.27.47 in 1978-79 and it steadily rose by 79 per cent in 1981-82 over its preceding year.

The human hair derived by tonsuring is sorted out into three varieties, viz., (1) First variety, long hair i.e., 16" and more in length, (2) Second variety 8" and above but less than 16" in length, and (3) Third variety, less than 8" in length called 'thukku'. The human hair is periodically sold in public auction. The State Trading Corporation has

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1. Kalyanakatta is the place where the pilgrim-devotees fulfil their vows of tonsure as a sign of supreme self-sacrifice offered to the Lord.
 2. The monthly emoluments of each barber at the Kalyanakatta at Tirumala were raised in January 1985 from Rs.500 to Rs.750.



set up 'Indian Wig Factory' at Tirupati. It would purchase the human hair from the TTD and process it. As seen from Table 3.9, receipts from the sale of human hair had increased from Rs.2.31 lakhs in 1974-75 to Rs.37 lakhs in 1982-83 representing 16-fold rise. There was an abrupt rise of nearly Rs.8 lakhs revenue on this account in 1982-83 over its preceding year due to increase in the price of hair in the market.

The Purohit Sangham¹ is managed by the TTD. It came into existence in 1962 as a result of an agreement between the President of the Sangham and the TTD. According to the agreement, three-fourth amount of the sale proceeds of the tickets sold is given to the Sangham and one-fourth amount is remitted to the TTD account towards the administrative charges. The TTD prescribed fee for each type of purohitam such as marriage, upanayanam, etc. The revenue of the Purohit Sangham rose from Rs.0.35 lakhs in 1973-74 to Rs.1.20 lakhs in 1982-83. The sale proceeds of the Ear-Boring

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1. Purohit Sangham is an association of priests for rendering required priestly services like Upanayanam, marriage, etc., to the pilgrims.



Sangham¹ are distributed between the TTD and the Sangham as in the case of Purohit Sangham. Its income had gone up from Rs.0.24 lakhs in 1973-74 to one lakh rupees during 1982-83.

It can be seen from the table that there had been considerable rise in income from the sale of publications of the TTD. About 167 per cent increase was recorded from the sale of books and publications during the period under study indicating an annual average rise of 16.70 per cent.

A provision was made in Sub-Section (4) of the Section 27 of the TTD Act of 1979 for levy and collection of tolls in respect of the vehicles and animals entering the Tirumala Hills area through a toll-gate. The revenue from the toll-gate had recorded a marginal rise during the selected period. The revenue on this head had increased from Rs.5.21 lakhs in 1973-74 to Rs.11 lakhs during 1982-83 presenting 111 per cent rise during the period (Table 3.9).

1. Ear-Boring Sangham is an association of members providing ear-boring facility to the pilgrims at Tirumala.



Information Centres

There are about 21 information centres¹ located in various parts of the country for the propagation of Hindu religion and to furnish details of accommodation, arjita sevas in the TTD temples and transport, etc., to the public. Apart from this, the centres also frequently conduct harikathas, bhajans and music concerts and let-out marriage halls at nominal charges. As early as in the year 1968, the Government of Andhra Pradesh accorded administrative sanction to the TTD for opening of its information centres in all the State capitals and at all district headquarters in the State of Andhra Pradesh. As a result, many information centres were opened at several places and necessary staff had also been appointed to look after their activities. These centres receive income from marriage halls and through voluntary contributions from the devotees who visit the centres and also from the sale of devasthanam's publications. As seen in Table 3.9,

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1. Following are the places at which the TTD Information Centres were located during 1982-83: Madras, New Delhi, Hyderabad, Bombay, Bangalore, Vijayawada, Mangalore, Poona, Bhopal, Bhimavaram, Gudur, Srikalahasti, Srikakulam, Guntur, Madurai, Nagpur, Guruvayur, Nellore, Narasapuram, Calcutta and Neyveli.



the revenues of information centres had increased from Rs.1.21 lakhs in 1974-75 to Rs.13.07 lakhs in 1982-83 with varied fluctuations in the intermittant years. However, the income of these centres had rose consistently since 1979-80. This was due to giving the centres for performing of marriages on rent to the public.

Press

The TTD is owning a modern printing press at Tirupati and caters the printing needs of the administration. There has been considerable demand for religious literature which the TTD prints and sells at subsidised rates. The number of routine requirements such as forms, registers, tickets, receipt books, pamphlets and guide books had also grown tremendously due to ever increasing influx of pilgrims. The press has the most modern printing equipment, photo-type setting unit which is equipped at a cost of Rs.28 lakhs, the only one of its kind in Andhra Pradesh. The press also undertakes job work, but rarely. As can be noticed from the table, the revenue receipts of the press department had ranged between



Rs.4.97 lakhs in 1973-74 and Rs.8.65 lakhs during 1982-83 presenting a rise of 74 per cent. There was a gradual increase of revenue in the first three years followed by sharp decline in the subsequent five years of the study period. However, it rose abruptly in the year 1981-82 and had a steady increase in the following year. A major share of revenue income from press during the year was derived from the works relating to the TTD itself.

There is a fullfledged Medical and Health Department of its own for the TTD. There are about nine hospitals and dispensaries¹ under this department. The revenue of the Medical and Health Department rose from Rs.5.45 lakhs in 1973-74 to Rs.18.13 lakhs during 1982-83 indicating a rise of 232 per cent with an average annual rise of 23.20 per cent (Table 3.9). This department receives revenue by

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1. The Medical and Health Department includes the following : Health Office, Tirumala; I NC Hospital, Tirupati; PAT Dispensary, Tiruchanoor; Aswini Hospital, Tirumala; Employees Dispensary, Tirumala; Ayurvedic Dispensary, Tirupati; Central Hospital, Tirupati, and Limb Centre, Tirupati. The KT Colony Dispensary was winded up during 1980-81 by the administration.



way of reimbursement from the APSRTC for providing medical care to its employees and other miscellaneous receipts.

Table 3.10 furnishes the particulars of the number of pilgrims provided free and paid accommodation in choultries and cottages at Tirumala during the period 1974-75 to 1982-83. The total number of pilgrims accommodated in paid and free rooms at Tirumala had increased from 17.89 lakhs in 1974-75 to 32.32 lakhs during 1982-83 representing a rise of 80 per cent. About 58.94 per cent of the total pilgrims were accommodated in paid cottages and followed by the pilgrims stayed in free choultries (41.06 per cent). It is observed that more number of pilgrims had chosen to stay in paid cottages than in the free choultries during the selected period. This was possible because of the facilities and amenities provided in the paid cottages. There was about 73 per cent increase of the pilgrims accommodated in paid rooms during a period of nine years. The pilgrims accommodated in free rooms also went up by 92 per cent during the given period. In fact, it may be noted that most of



TABLE 3.10 : NUMBER OF PILGRIMS PROVIDED ACCOMMODATION AT TIRUMALA DURING 1974-75 TO 1982-83

(In Lakhs)

Years	Free Rooms	Paid Rooms	Total
1974-75	6.91 (100.00)	10.98 (100.00)	17.89 (100.00)
1975-76	7.65 (110.66)	11.81 (107.62)	19.46 (108.79)
1976-77	8.27 (119.68)	12.21 (111.27)	20.48 (114.52)
1977-78	8.55 (123.77)	12.28 (111.97)	20.83 (116.53)
1978-79	9.31 (134.69)	13.27 (120.97)	22.58 (126.27)
1979-80	10.45 (151.29)	15.70 (143.09)	26.15 (146.26)
1980-81	11.32 (163.82)	17.28 (157.52)	28.60 (159.95)
1981-82	12.22 (176.90)	18.21 (165.95)	30.43 (170.18)
1982-83	13.27 (192.01)	19.05 (173.66)	32.32 (180.75)

Note : Figures in parenthesis indicate index numbers with 1974-75 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.



the pilgrims visiting Tirumala desire to have good accommodation with all amenities. This had resulted an increase in the demand for paid accommodation.

COMPARISON OF INCOME AND EXPENDITURE OF SOME ITEMS

Table 3.11 depicts the comparative statement of income and expenditure of some items. There had been continued surplus during all the years under study for Arjitam receipts of Sri Tirumala Temple. Arjitam receipts had increased from Rs.95.10 lakhs in 1973-74 to Rs.340 lakhs during 1982-83 indicating an average rise of 35.70 per cent a year. The rise of the income was due to the increase in the number of sevas performed by the public. The expenditure on Arjitam had increased from Rs.50.41 lakhs in 1973-74 to Rs.120 lakhs during 1982-83 with marginal variations in the intermittant years. There was a sharp decline of expenditure on this head during 1982-83 over its preceding year by about Rs.35.30 lakhs. This was because of the reduction in the cost of provisions and other expenditure in the performance of arjita sevas. There had been a consistent surplus of



TABLE 3.11 : COMPARATIVE STATEMENT OF INCOME AND EXPENDITURE OF SOME ITEMS

Years	ARJITAM			PROKAM			CHOULTRIPS AND COTTAGES			CANTEENS		
	Income	Expendi- ture	Surplus/ Deficit	Income	Expendi- ture	Surplus/ Deficit	Income	Expendi- ture	Surplus/ Deficit	Income	Expendi- ture	Surplus/ Deficit
1973-74	95.10	50.41	44.69	65.75	108.34	-42.59	19.90	100.00	-80.10	9.12	14.69	- 5.57
1974-75	129.19	91.87	37.32	74.21	5.49	16.72	23.27	33.50	-10.23	11.77	12.84	- 1.07
1975-76	130.06	70.74	59.32	79.93	70.05	9.88	33.45	56.37	-22.92	17.45	17.04	0.41
1976-77	131.94	69.17	62.77	85.76	71.71	14.05	49.93	38.36	11.57	* 9.25	12.17	-2.92
1977-78	142.87	79.77	63.10	110.44	101.63	8.81	64.98	42.84	22.14	9.04	14.70	- 5.66
1978-79	164.92	102.99	61.93	133.52	111.98	21.54	75.62	41.94	33.68	10.91	14.99	- 4.08
1979-80	180.05	108.56	71.49	151.23	183.26	-32.03	82.55	60.43	22.12	14.54	31.36	-16.82
1980-81	234.70	129.43	105.27	198.49	185.49	12.99	92.90	77.05	15.85	50.52	60.65	-10.13
1981-82	273.86	155.30	118.56	241.31	254.18	-12.87	120.97	82.19	38.78	76.87	112.82	-35.95
1982-83	340.00	120.00	220.00	310.00	250.00	60.00	134.21	93.17	41.04	66.61	85.44	-18.83

* The fall was due to the handing over of SV Canteen to M/s. Annapurna Hotels from 21.3.1976.

Source : Compiled from the Annual Reports of the TTD.

revenue over expenditure of arjitam during the selected period. As the administration had enjoyed surplus revenue on this account during the selected period, reducing the present rates of certain arjita sevas may be considered by the TTD to enable the public to perform more arjita sevas than they were at present.

As seen from the table, the revenue on proktam (prasadam) had increased from Rs.65.75 lakhs in 1973-74 to Rs.310 lakhs during 1982-83 indicating an average increase of 37 per cent a year. The expenditure on this account had a steady rise during the period but with small fluctuations in some years. It had increased from Rs.108.34 lakhs in 1973-74 to Rs.250 lakhs during 1982-83. The expenditure witnessed a decline by about three per cent in 1982-83 over its preceding year. There had been surplus revenue on proktam from 1974-75 to 1978-79 and realised deficit in the years 1979-80 and 1981-82. During 1982-83, an amount of Rs.60 lakhs was realised as surplus on this account against a deficit of Rs.12.87 lakhs in 1981-82.



As seen from Table 3.11, the revenue on choultries and cottages had increased from Rs.19.90 lakhs in 1973-74 to Rs.134.21 lakhs during 1982-83 representing nearly seven-fold rise. The expenditure on choultries had a sudden decline in 1974-75 by about 66.50 per cent over its preceding year and since then it had a consistent rise in the subsequent years under study. During 1982-83, an expenditure of Rs.93.17 lakhs was spent on the maintenance of choultries and cottages. It is observed that the choultries had suffered deficit in the first three years of the selected period. Since 1976-77, the choultries had realised surplus revenue in all the years. The amount of surplus rose from Rs.11.57 lakhs in 1976-77 to Rs.41.04 lakhs during 1982-83.

The table also shows the deficit position of canteens of the TTD during the years under study. The deficit of canteens continued over the years except in 1975-76. The revenue on canteens had an uneven rise during the period. Since 1979-80, the revenue and expenditure of canteens had witnessed wide



variations. There were several reasons for the canteens to incur losses. It is the policy of the administration that the canteens should never be run on profit motive. It is observed from the table that running of canteens by the TTD was unremunerative. It may be noted that the employees of the TTD at Tirumala and Tirupati are served meals at Rs.1.25 each in canteens. This is said to be one of the important welfare measures adopted by the administration for the benefit of employees.

Table 3.12 furnishes the particulars of tonsure tickets sold during the period. A favourite offering of devotees, both male and female is the sacrifice of hair. There are three Kalyanakattas - one is opposite to Central Canteen, i.e., main Kalyanakatta; one is at Central Reception Office, and the other one is TPM Kalyanakatta near the main Kalyanakatta. The latter two Kalyanakattas started functioning since 1976-77. During 1982-83, about 25.47 lakh tonsure tickets were sold as against 4.22 lakh tickets in 1975-76 indicating six-fold increase during a period of eight years with an annual average rise of 63.30 per cent. Of the



TABLE 3.12 : NUMBER OF TONSURE TICKETS SOLD
DURING 1975-76 TO 1982-83

(In Lakhs)

Years	At Main Kalyana- katta	At Central Reception Office Kalyana- katta	At TPM Kalyana- katta	Total
1975-76	4.22 (100.00)	NA	NA	4.22 (100.00)
1976-77	14.04 (332.64)	0.31 (100.00)	1.42 (100.00)	15.77 (373.72)
1977-78	17.17 (406.66)	1.37 (441.76)	3.85 (270.03)	22.39 (530.17)
1978-79	18.95 (448.89)	1.86 (602.79)	3.65 (256.48)	24.46 (579.62)
1979-80	19.00 (449.97)	2.05 (661.95)	2.16 (151.76)	23.21 (549.69)
1980-81	19.25 (455.97)	2.48 (801.94)	2.27 (159.29)	24.00 (568.48)
1981-82	19.55 (463.00)	2.87 (926.29)	2.36 (165.92)	24.78 (586.86)
1982-83	19.90 (471.33)	3.13 (1,011.77)	2.44 (171.14)	25.47 (607.83)

Note : 1) Figures in parenthesis indicate index numbers with 1975-76 as the base year (100).

2) Kalyanakatta had been taken over by the TTD by entering into an agreement (dt.1.11.1975) with Dharmakartha and President of Barbers' Sangham taking the advantage of the Supreme Court's decision.

NA : Not Available.

Source : Compiled from the Annual Reports of the TTD.



three Kalyanakattas, the main Kalyanakatta sold large number of tonsure tickets and were nearly 78.13 per cent of the total during 1982-83 followed by the Kalyanakatta located near Reception Office (12.28 per cent). The sale of tonsure tickets had a consistent rise at all Kalyanakattas during the given period. It may be stated here that a two-floor modern tonsure centre at Tirumala was inaugurated in April 1985 for the better convenience of the devotees and barbers.

The details of publications and other allied information of TTD are presented in Table 3.13. The editorial section of the TTD is to look after the publication of monthly journal 'Sapthagiri' which is published in five languages, namely, Telugu, English, Hindi, Tamil and Kannada. The number of agents for Sapthagiri journal were 135 during 1980-81 as against 101 in 1975-76. The number of subscribers rose by about 188 per cent during the same period. About 24,370 copies of Sapthagiri journal were sold on an average in a month during 1980-81 against 8,000 in 1975-76. The TTD had been publishing panChangams, calenders and other religious books on a large scale



TABLE 3.13 : DETAILS OF SAPTHAGIRI PUBLICATION AND OTHER ALLIED INFORMATION OF TTD DURING 1975-76 TO 1980-81

Sl. No.	Particulars	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81
1)	<u>Sapthagiri Monthly</u>						
a)	Agents	101 (100.00)	102 (100.99)	103 (101.98)	103 (101.98)	130 (128.71)	135 (133.66)
b)	Subscribers	5,006 (100.00)	5,006 (100.00)	7,400 (147.82)	8,200 (163.80)	13,300 (265.68)	14,420 (288.05)
c)	Average Monthly Circulation	8,000 (100.00)	11,300 (141.25)	15,200 (190.00)	16,180 (202.25)	22,000 (275.00)	24,370 (304.62)
2)	a) Number of Panchangams Printed	6,500 (100.00)	3,000 (46.15)	2,500 (38.46)	3,000 (46.15)	10,000 (153.84)	15,000 (230.76)
	b) Number of Calenders Printed	1,25,000 (100.00)	1,52,000 (121.60)	1,50,600 (120.48)	2,20,500 (176.40)	2,00,000 (160.00)	2,00,000 (160.00)
3)	Religious Books Published	11 (100.00)	15 (136.36)	5 (45.45)	11 (100.00)	35 (318.18)	67 (609.09)
4)	Number of Mike sets Supplied to Temples, etc.	57 (100.00)	117 (205.26)	45 (78.94)	77 (135.08)	122 (214.03)	133 (233.33)

Note : Figures in parenthesis indicate index numbers with 1975-76 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.



every year. About 133 mike-sets and broadcasting material were supplied during 1980-81 by the TTD to the temples in the State of Andhra Pradesh against 57 in 1975-76 for the propagation of Hindu religion and Srinivasa Mission under one of its subsidy schemes.

ENGINEERING DIVISION

Table 3.14 presents the revenue receipts of Engineering Division (Group-E). The TTD Engineering Division is to look after the construction of buildings, choultries, water supply, sewage system, electrical works and their maintenance, renovation works of temples, etc. The Engineering Division receives revenue income in the form of security deposits from the contractors who undertake various works and from other allied sources. The total revenue of the Engineering Division increased from Rs.4.07 lakhs in 1973-74 to Rs.36.50 lakhs during 1980-81 indicating a nine-fold increase during a period of eight years. There was a marginal decline of the receipts during 1981-82 and 1982-83. The department of Executive Engineer-I received largest revenue of all the departments of this division till 1981-82. The division had many works at Tirumala during the period.



TABLE 3.14 : REVENUE RECEIPTS OF ENGINEERING DIVISION DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	Executive Engineer-I, Tirumala	Executive Engineer-II, Tirupati	Executive Engineer-III, Tirupati	Executive Engineer-IV, Tirupati	Deputy Executive Engineer, (Sle), Tirupati	Deputy Executive Engineer, DFW Stores, Tirupati	Executive Engineer-V, Tirumala	Executive Engineer-VI, Tirumala	Total
1973-74	1.66 (100.00)	2.41 (100.00)	-	-	-	-	-	-	4.07 (100.00)
1974-75	9.13 (550.00)	1.07 (44.39)	-	-	-	-	-	-	10.20 (250.61)
1975-76	18.36 (1,106.02)	5.53 (229.46)	0.04 (100.00)	-	-	-	-	-	23.93 (587.96)
	1.04 (62.65)	5.53 (229.46)	0.04 (100.00)	-	-	-	-	-	6.61 (162.40)
	6.52 (392.77)	0.69 (28.63)	0.58 (1,450.00)	-	-	1.55 (100.00)	-	-	9.34 (229.48)
1978-79	7.93 (477.71)	1.60 (66.39)	0.27 (675.00)	0.18 (100.00)	0.08 (100.00)	2.41 (155.48)	-	-	12.47 (306.38)
1979-80	11.38 (685.54)	1.88 (78.00)	0.42 (1,050.00)	0.24 (133.33)	0.09 (112.50)	1.52 (98.06)	-	-	15.53 (381.57)
1980-81	31.08 (1,872.28)	1.79 (74.27)	0.59 (1,475.00)	0.41 (227.77)	0.10 (125.00)	2.53 (163.22)	-	-	36.50 (896.80)
1981-82	23.80 (1,433.73)	3.94 (163.48)	0.22 (550.00)	0.38 (211.11)	0.14 (175.00)	0.51 (32.90)	1.84 (100.00)	-	30.83 (757.49)
1982-83	1.52 (91.56)	1.60 (66.39)	0.45 (1,125.00)	0.49 (272.22)	0.15 (187.50)	0.83 (53.54)	8.20 (445.65)	0.01	13.25 (325.55)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.

GENERAL ADMINISTRATION

The revenue receipts of the General Administration Department are furnished in Table 3.15. There are two departments under General Administration, viz., Huzur Office and Transport. The Huzur Office receives revenue income from the rents on quarters and buildings of the TTD and interest on fixed deposits and investments made in various banks by the administration. The total revenue receipts of the General Administration Department had risen from Rs.212.16 lakhs in 1973-74 to Rs.493.31 lakhs during 1982-83 representing a rise of 132 per cent with an average rise of 13.20 per cent a year. Income from Huzur Office constituted about 99.22 per cent of the total income of the Group-F during 1982-83 followed by the Transport Department (9.78 per cent). The revenue income of the Huzur Office increased from Rs.67.64 lakhs in 1973-74 to Rs.489.47 lakhs during 1982-83 indicating more than a seven-fold rise. This was due to the receipt of large amount of revenue in the form of interest from fixed deposits.



TABLE 3.15 : REVENUE RECEIPTS OF THE
GENERAL ADMINISTRATION
DEPARTMENT DURING 1973-74
TO 1982-83

(Rupees in Lakhs)

Years	UNIT CODE NOS.		Total
	361	390	
	Transport	Huzur Office	
1973-74	144.52 (100.00)	67.64 (100.00)	212.16 (100.00)
1974-75	155.34 (107.48)	79.04 (116.85)	234.38 (110.47)
1975-76	66.91 (46.29)	168.99 (249.83)	235.90 (111.18)
1976-77	0.63 (0.43)	186.37 (275.53)	187.00 (88.14)
1977-78	1.53 (1.05)	279.46 (413.15)	280.95 (132.42)
1978-79	0.78 (0.53)	306.13 (452.58)	306.91 (144.65)
1979-80	1.32 (0.91)	383.80 (567.41)	385.12 (181.52)
1980-81	2.14 (1.48)	455.38 (673.24)	457.52 (215.64)
1981-82	6.88 (4.76)	451.18 (667.03)	458.06 (215.90)
1982-83	3.84 (2.65)	489.47 (723.63)	493.31 (232.51)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.



The revenue receipts of Transport Wing are shown in Table 3.15. Since the Transport Wing was transferred to the APSRTC, the income from the transport department declined steeply in the year 1976-77. There was a marginal rise of revenue for the Transport Wing from 1977-78 and it had reached a level of Rs.6.88 lakhs during 1981-82 but, however, there was a sharp fall in the following year. The TTD enjoyed monopoly power over the transport services between Tirupati and Tirumala till 1975. The present transport wing of the TTD receives revenue from the disposal of old, unserviceable and uneconomic vehicles and spare parts through conducting public auctions. In fact, the transport wing of the TTD is unremunerative for the administration. But it is quite inevitable to maintain it because, a fleet of vehicles are required for the activities of the administration. The vehicles of transport wing are also hired to the pilgrims for transportation purposes on giving prior intimation to the TTD.

Table 3.16 gives the revenue receipts of some items of Huzur Office. The TTD receives income by



TABLE 3.16 : REVENUE RECEIPTS OF SOME
ITEMS OF HUZUR OFFICE
(GROUP-F) DURING 1973-74
TO 1982-83

(Rupees in Lakhs)

Years	Rent on Quarters and Buildings	Interest on Fixed Deposits	Interest from other sources
1973-74	6.86 (100.00)	34.24 (100.00)	17.84 (100.00)
1974-75	5.42 (79.00)	111.15 (324.62)	28.65 (160.59)
1975-76	6.30 (91.83)	139.38 (407.06)	13.22 (74.10)
1976-77	8.82 (128.57)	171.42 (500.64)	22.43 (125.72)
1977-78	16.53 (240.96)	184.18 (537.90)	24.72 (138.56)
1978-79	17.65 (257.28)	223.43 (652.54)	20.33 (113.95)
1979-80	19.20 (278.88)	331.22 (967.34)	20.41 (114.40)
1980-81	24.49 (356.99)	375.20 (1,095.79)	24.86 (139.34)
1981-82	25.27 (368.36)	380.87 (1,112.35)	28.05 (157.23)
1982-83	22.64 (330.02)	413.00 (1,206.19)	26.98 (151.23)

Note : Figures in parenthesis indicate
index numbers with 1973-74 as
the base year (100).

Source : Compiled from the Annual Reports
of the TTD.



letting out buildings and quarters situated at Tirumala and Tirupati. The rents are collected from the employees of the TTD occupying its quarters, buildings and from outsiders when they are leased out. During 1982-83, the TTD netted an amount of Rs.22.64 lakhs from rents on buildings and quarters as against Rs.6.86 lakhs in 1973-74 indicating a rise of 230 per cent.

Interest on Fixed Deposits

The major source of income of the TTD is the interest on fixed deposits. The TTD Act 1979 stipulates that the funds belonging to the TTD which are not required for immediate expenditure should be deposited in the scheduled banks or invested in securities of the Central and State Governments. Keeping a small amount of funds as trade and security deposits, all other investments made by the administration are interest yielding deposits. As seen from Table 3.16, the TTD derived an income of Rs.413 lakhs during 1982-83 from interest on fixed deposits as against Rs.34.24 lakhs in 1973-74 representing more than 12-fold increase. During 1979-80, there was an abrupt increase of earnings



on interest over the year 1978-79 by about Rs.108.79 lakhs. This head had also shown continued rise in the subsequent years. This was because of careful handling of deposits with the banks by the administration.

EDUCATIONAL INSTITUTIONS

Table 3.17 depicts the revenue receipts of educational institutions during the period 1973-74 to 1982-83. The TTD appears to be the first religious institution in the entire South India to start educational institutions of secular as well as religious nature. The first school started in the year 1890 by the TTD is at Vellore in Tamil Nadu. Since then, the TTD had set up a good number of schools and colleges out of its own funds. At present, the TTD was maintaining 24¹ educational and charitable institutions. The greatest contribution of the TTD had been the preservation and promotion of Indian culture and Fine Arts of ancient glory. The TTD was mainly responsible for the establishment of Sri Venkateswara University and Sri Padmavathi Women's University at Tirupati.

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1. Five institutions imparting Sanskrit education, seven schools, seven colleges of Arts and Sciences, one cultural institution, two charitable institutions, and two technical institutions (Total : 24).



TABLE 3.17 : REVENUE RECEIPTS OF EDUCATIONAL INSTITUTIONS DURING 1973-74 TO 1982-83

		(Rupees in Lakhs)									
Unit Code No.	Name of the Institution	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83
I. S.W.S.G.R.T.											
371	SVVAA Kendram, Tirumala	-	-	-	-	-	0.02 (100.00)	0.02 (166.00)	0.11 (366.00)	0.10 (333.33)	0.10 (233.33)
371A	SV Veda Patasala, Tirumala	-	-	-	-	0.05 (100.00)	0.06 (120.00)	0.06 (120.00)	0.03 (100.00)	0.03 (100.00)	0.06 (120.00)
376	SV Oriental High School, Tirupati	0.84 (100.00)	0.82 (97.61)	0.63 (75.00)	0.46 (54.78)	0.72 (85.71)	1.00 (166.66)	1.12 (133.33)	1.13 (134.52)	0.10 (41.42)	1.16 (138.09)
385	SV Oriental College, Tirupati	2.52 (100.00)	2.50 (99.20)	4.53 (179.78)	3.26 (129.16)	4.49 (178.17)	3.23 (128.17)	5.19 (205.95)	5.55 (299.60)	5.83 (231.34)	6.12 (244.85)
388	SVV Sanskrit College, Hyderabad	0.27 (100.00)	0.56 (207.40)	-	-	2.40 (888.88)	2.56 (948.14)	2.17 (903.70)	1.19 (911.11)	3.01 (1,114.81)	3.02 (1,118.51)
TOTAL		3.63 (100.00)	3.88 (106.89)	5.16 (142.14)	3.72 (102.47)	7.66 (211.01)	7.28 (200.55)	8.59 (236.63)	11.07 (304.95)	9.7 (252.61)	10.46 (288.15)
II. SCHOOLS											
372	SV High School, Vellore	2.05 (100.00)	1.28 (62.43)	0.99 (48.29)	2.32 (113.17)	2.98 (145.38)	2.99 (145.85)	4.30 (209.75)	7.21 (351.70)	10.01 (489.29)	9.71 (473.65)
373	SV High School, Tirupati	2.94 (100.00)	3.47 (118.02)	2.33 (79.25)	3.37 (114.62)	3.28 (111.56)	4.13 (140.47)	4.89 (166.32)	4.93 (167.68)	4.25 (148.36)	6.16 (209.52)
373A	SV Upper Primary School, Tirupati	-	-	0.02 (100.00)	0.25 (1,250.00)	0.70 (3,500.00)	0.82 (4,100.00)	0.84 (4,200.00)	1.45 (7,250.00)	1.62 (8,100.00)	2.08 (10,400.00)
374	SP Girls High School, Tirupati	-	0.11 (100.00)	-	0.01 (9.09)	1.35 (1,227.27)	2.24 (2,036.36)	2.65 (2,409.09)	2.00 (1,818.18)	3.50 (3,181.81)	3.65 (3,318.18)
375	SV High School, Tirumala	0.08 (100.00)	0.01 (12.50)	-	-	0.96 (1,200.00)	1.46 (1,825.00)	2.08 (2,575.00)	1.91 (2,387.50)	1.80 (2,250.00)	2.56 (3,200.00)
377	SV Elementary School, Tirumala	-	-	0.05 (100.00)	0.39 (780.00)	1.05 (2,100.00)	1.02 (2,040.00)	0.48 (960.00)	1.08 (2,160.00)	1.21 (2,420.00)	1.37 (2,740.00)
379	SV School for Deaf & Blind, Tirupati	-	-	-	-	-	0.03 (100.00)	0.04 (133.33)	0.08 (266.66)	0.09 (300.00)	0.19 (633.33)
TOTAL		5.07 (100.00)	4.87 (96.05)	3.39 (66.86)	6.34 (125.04)	10.32 (203.55)	12.69 (250.29)	15.28 (300.98)	18.66 (368.04)	23.18 (457.19)	25.72 (507.29)
III. COLLEGES											
381	SPW College, Tirupati	11.20 (100.00)	7.70 (68.60)	10.82 (96.60)	12.70 (113.39)	15.88 (141.78)	13.86 (123.75)	14.00 (125.00)	17.50 (156.96)	16.95 (133.40)	23.81 (212.58)
382	SV College, New Delhi	2.44 (100.00)	2.20 (118.85)	-	-	-	-	-	-	-	-
383	SV Arts College (Day), Tirupati	15.18 (100.00)	9.31 (61.33)	14.35 (94.53)	15.20 (100.13)	12.36 (81.42)	11.36 (74.83)	8.54 (56.25)	12.97 (85.44)	17.37 (114.42)	19.18 (126.35)
384	SGS Arts College, Tirupati	3.59 (100.00)	1.45 (40.39)	3.60 (100.27)	1.84 (51.25)	2.53 (70.47)	9.07 (252.64)	12.29 (342.33)	10.46 (291.34)	11.65 (324.51)	12.71 (354.03)
386	SV College for Music & Dance, Tirupati	0.01 (100.00)	0.01 (100.00)	0.41 (4,100.00)	0.29 (2,900.00)	0.15 (1,500.00)	0.15 (1,500.00)	0.15 (1,500.00)	0.21 (2,100.00)	0.19 (1,900.00)	0.57 (5,700.00)
387	SV Junior College, Tirupati	1.44 (100.00)	0.97 (67.36)	1.01 (70.13)	2.96 (205.55)	3.40 (236.11)	3.51 (243.75)	3.61 (250.69)	3.52 (244.44)	4.13 (286.80)	5.67 (393.75)
389	SV Arts College (Evening), Tirupati	-	1.03 (100.00)	1.34 (122.93)	1.72 (157.79)	1.93 (177.06)	1.37 (125.68)	1.25 (114.67)	1.34 (121.10)	2.29 (210.09)	3.42 (232.01)
TOTAL		31.86 (100.00)	25.43 (75.10)	31.53 (93.11)	34.71 (102.51)	36.25 (107.05)	39.33 (116.12)	39.84 (117.66)	48.06 (136.23)	50.58 (149.37)	64.36 (190.07)
IV.											
378	SV Sculpture Training Centre, Tirupati	0.01 (100.00)	0.02 (200.00)	0.01 (100.00)	0.01 (100.00)	0.09 (900.00)	0.29 (2,900.00)	0.17 (1,700.00)	0.06 (600.00)	0.08 (800.00)	0.06 (600.00)
V. CHARITABLE											
391	SV Balamandir, Tirupati	0.24 (100.00)	0.04 (16.66)	0.33 (137.50)	0.04 (16.66)	0.02 (8.33)	0.03 (8.33)	0.47 (279.14)	0.41 (170.83)	0.41 (170.83)	0.41 (170.83)
392	SV Poor Home, Akkarampalle	0.02 (100.00)	-	-	0.31 (3,550.00)	0.42 (2,100.00)	0.75 (3,750.00)	0.72 (3,600.00)	0.36 (1,800.00)	0.93 (4,650.00)	0.67 (3,350.00)
TOTAL		0.26 (100.00)	0.04 (15.38)	0.33 (126.92)	0.35 (134.61)	0.44 (169.23)	0.77 (296.15)	1.39 (534.41)	0.77 (296.15)	1.34 (515.38)	1.08 (415.38)
VI. TECHNICAL											
396	SPW Polytechnic, Tirupati	-	-	1.80 (100.00)	-	-	-	2.46 (136.64)	4.42 (245.88)	2.69 (147.44)	3.00 (166.64)
396	Yoga Centre, Tirupati	-	-	-	-	-	-	-	-	-	7.69
TOTAL		-	-	1.80 (100.00)	-	-	-	2.46 (136.64)	4.42 (245.88)	2.69 (147.44)	10.69 (603.00)
GRAND TOTAL (I to VI)		42.43 (100.00)	34.24 (79.94)	42.22 (99.57)	45.13 (105.37)	54.76 (127.85)	60.35 (140.90)	67.71 (158.09)	91.02 (199.16)	85.99 (203.10)	112.55 (262.78)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from Annual Reports of the TTD.



The educational institutions of the TTD receive grants from the State Government and the University Grants Commission, etc. They also receive income from fee receipts such as tuition fee, admission fee and registration fee from the students. The total revenue of all the educational institutions increased from Rs.42.83 lakhs during 1973-74 to Rs.112.55 lakhs in 1982-83 representing a rise of 162 per cent during this period. Among the 24 institutions under the control of the TTD, Sri Venkateswara College, New Delhi, became the self-maintained institution with the grants received from UGC. Hence, the TTD was not making any funds available to the college except the funds which were provided at the time of its inception for the construction of buildings and quarters, etc. Among the Sanskrit institutions, S.V.Oriental College received the largest revenue in 1982-83. S.V.High School, Vellore ranked first in receiving revenue in 1982-83 of all the schools maintained by the TTD followed by S.V.High School, Tirupati. In all the institutions of Group-G, Sri Padmavathi Women's College at Tirupati received the largest revenue of about 36.99 per cent



of the total revenue of the colleges followed by Sri Venkateswara Arts (Day) College, Tirupati, (29.80 per cent) during 1982-83. It may be observed that Sri Padmavathi Women's College is a premier institution in Rayalaseema region of Andhra Pradesh as far as the women's education is concerned. This is the only affiliated college for the whole of Andhra Pradesh and second Women's College in India that was selected by the United States Educational Foundation in India for starting consulting guidance and personal service centre. The revenue income of all the institutions of Group-G had been going up during the years under study.

Table 3.18 indicates the revenue receipts of some items of educational institutions during the selected period. Grants from the Director of Public Instruction (DPI), Government of Andhra Pradesh to the educational institutions rose from Rs.18.70 lakhs in 1973-74 to Rs.84.26 lakhs during 1982-83 presenting a rise of 350 per cent with an average increase of 35 per cent a year. There was an haphazard increase and decline of UGC and other grants received by the educational institutions during the selected period.



TABLE 3.18 : REVENUE OF SOME ITEMS OF EDUCATIONAL INSTITUTIONS (GROUP-G) DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	Director of Public Instruc- tion Grants	UGC and other Grants	Tui- tion Fees	Admission Fees	Registra- tion Fees
1973-74	18.70 (100.00)	12.54 (100.00)	2.14 (100.00)	0.01 (100.00)	0.09 (100.00)
1974-75	24.82 (132.72)	11.42 (91.06)	1.48 (69.15)	0.07 (700.00)	0.15 (166.66)
1975-76	33.24 (177.75)	9.68 (77.19)	1.39 (64.95)	0.11 (1,100.00)	0.22 (244.44)
1976-77	31.31 (167.43)	11.38 (90.74)	4.80 (224.29)	0.25 (2,500.00)	0.12 (133.33)
1977-78	30.96 (165.56)	15.32 (122.16)	2.68 (125.23)	1.57 (15,700.00)	0.50 (555.55)
1978-79	46.68 (249.62)	9.44 (75.27)	5.26 (245.79)	0.15 (1,500.00)	0.19 (211.11)
1979-80	55.05 (294.38)	10.22 (81.49)	7.18 (335.51)	0.17 (1,700.00)	0.41 (455.55)
1980-81	61.72 (330.05)	8.31 (66.26)	8.37 (391.12)	0.33 (3,300.00)	0.56 (622.22)
1981-82	70.38 (376.36)	5.23 (41.70)	8.83 (412.61)	0.33 (3,300.00)	0.65 (722.22)
1982-83	84.26 (450.58)	15.41 (122.88)	9.58 (447.66)	0.24 (2,400.00)	0.54 (600.00)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.



Fee is a charge on the students for being served by educational institutions for several academic purposes. This may mainly be categorised into tuition fee, admission fee, registration fee and examination fee, etc. The tuition fee had increased from Rs.2.14 lakhs in 1973-74 to Rs.9.58 lakhs during 1982-83 representing an average rise of 34.70 per cent a year. The admission and registration fees of educational institutions had a consistent increase with marginal fluctuations during the selected period. The income on these heads had increased because of introduction of new courses and increase in the strength of the students.

CAPITAL RECEIPTS OF TTD INSTITUTIONS

The capital receipts are derived by the TTD from the following: Kanuka received through the Hundi or votive offerings, the sale proceeds of gold, silver articles and other valuables received through the Hundi, earnings from the disposal of property and receipt of donations from the public for the construction of choultries and cottages and donations received



for performance of religious rites and sevas out of its annual proceeds.

Table 3.19 presents the total capital receipts of all TTD institutions (Group A to G) for the period 1973-74 to 1982-83. The total capital revenue of all TTD institutions rose from Rs.408.87 lakhs in 1973-74 to Rs.1,559.08 lakhs during 1982-83 indicating an increase of 291 per cent. Sri Tirumala Temple (Group-A) received the largest capital revenue among the seven groups of institutions which constituted about 61.94 per cent followed by the General Administration Department of Group-F (32.61 per cent) during 1982-83. The revenue of Tirumala Temple comprised of kanuka receipts which had increased by 160 per cent from 1973-74 to 1982-83 with an average rise of 16 per cent per annum. There was a sudden rise of capital revenue of the Group-F during 1976-77 to Rs.385.68 lakhs over its preceding year and steeply declined to Rs.22.10 lakhs in the following year. Again, it rose to a spectacular level of Rs.521.49 lakhs during 1982-83 as against Rs.180.79 lakhs in 1981-82. This was due to receiving of large amount of donations for



TABLE 3.19 : CAPITAL RECEIPTS OF ALL TTD INSTITUTIONS (GROUP A TO G) DURING 1973-74 TO 1982-83
(Rupees in Lakhs)

Years	GROUP-A Sri Tirumala Temple	GROUP-B Other Temples	GROUP-C Service Departments for Temples	GROUP-D Service Departments for Pilgrims	GROUP-E Eng. neering Division	GROUP-F General Administration	GROUP-G Educational Institutions	Total
1973-74	380.42 (100.00)	-	0.26 (100.00)	5.19 (100.00)	-	23.00 (100.00)	-	408.87 (100.00)
1974-75	425.19 (111.76)	2.91 (100.00)	-	0.04 (0.77)	-	25.41 (110.47)	-	453.55 (110.92)
1975-76	444.10 (116.73)	2.85 (97.93)	-	-	-	8.74 (38.00)	-	455.69 (111.45)
1976-77	407.01 (106.98)	3.22 (110.65)	0.01 (3.84)	-	26.09 (100.00)	385.68 (1,676.86)	-	822.01 (201.04)
1977-78	485.34 (127.58)	9.09 (312.37)	0.35 (134.61)	-	103.45 (396.51)	222.10 (965.65)	-	820.33 (200.63)
1978-79	534.21 (140.42)	11.48 (394.50)	0.46 (176.92)	7.41 (142.77)	-	105.52 (458.78)	0.62 (100.00)	659.70 (161.34)
1979-80	632.71 (166.31)	19.47 (669.07)	0.30 (115.38)	21.26 (403.63)	-	138.58 (602.52)	2.02 (325.80)	814.34 (199.16)
1980-81	716.77 (188.41)	15.57 (535.05)	0.17 (65.38)	37.40 (720.61)	-	143.64 (624.52)	9.12 (1,470.96)	922.67 (225.66)
1981-82	838.46 (220.40)	16.10 (553.26)	0.55 (211.53)	40.94 (783.82)	2.45 (9.39)	180.78 (786.00)	0.61 (98.38)	1,079.89 (264.11)
1982-83	990.50 (260.37)	21.85 (750.85)	0.53 (203.84)	37.80 (728.32)	20.00 (76.65)	521.49 (2,267.34)	6.91 (1,114.51)	1,599.08 (391.09)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.

the construction of choultries and buildings from the pilgrim public. The capital receipts of other temples had shown considerable rise during the years of study. There was a steep increase of the revenue during 1977-78 by about 200 per cent over its preceding year. This rise could be attributed to receiving of donations for the performance of religious sevas and rituals. It can be seen from the table that there was also a consistent rise of the capital revenue of other groups of institutions though with slight variations in the intermittant years.

Table 3.20 furnishes capital receipts of other temples (Group-B). The capital revenue of Group-B increased from Rs.2.91 lakhs in 1974-75 to Rs.21.85 lakhs during 1982-83 presenting more than seven-fold rise. Sri Govindarajaswamy Temple ranked first in terms of receiving capital receipts (54 per cent) of all the temples during 1982-83 followed by Sri Padmavathi Ammavari Temple (38.67 per cent). The revenue of other temples also recorded a marginal increase during the years under study. The temples had received donations and contributions from the



TABLE 3.20 : CAPITAL RECEIPTS OF OTHER TEMPLES DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	Sri Govinda- rajaswamy Temple, Tirupati	Sri Padmavathi Amavari Temple, Tiruchanoor	Sri Kodanda- ramaswamy Temple, Tirupati	Sri Kapiles- waraswamy Temple, Tirupati	Sri Venkates- waraswamy Temple, Mangapuram	Sri Kalyana Venkateswara swamy Temple, Narayanavaram	Sri Vedanara- yanaswamy Temple, Nagalapuram	Andhra Ashram, Rishikesh	Total
1973-74	NA	NA	NA	NA	NA	NA	NA	NA	NA
1974-75	1.86 (100.00)	0.24 (100.00)	0.08 (100.00)	0.13 (100.00)	0.31 (100.00)	0.05 (100.00)	0.06 (100.00)	0.18 (100.00)	2.91 (100.00)
1975-76	1.65 (88.70)	0.45 (187.50)	0.04 (50.00)	0.30 (230.76)	0.25 (40.64)	0.03 (60.00)	0.04 (66.66)	0.09 (50.00)	2.85 (97.93)
1976-77	1.70 (91.39)	0.56 (233.33)	0.06 (75.00)	0.37 (284.61)	0.32 (103.22)	0.04 (60.00)	0.07 (116.66)	0.10 (55.55)	3.22 (110.65)
1977-78	1.91 (102.68)	6.40 (2,666.66)	0.07 (87.50)	0.03 (69.23)	0.43 (139.70)	0.05 (100.00)	0.04 (66.66)	0.10 (55.55)	9.09 (312.37)
1978-79	3.89 (209.13)	6.76 (2,816.66)	0.08 (100.00)	0.11 (84.61)	0.47 (151.61)	0.05 (100.00)	0.04 (66.66)	0.08 (44.44)	11.48 (394.50)
1979-80	10.24 (550.53)	8.18 (3,408.33)	0.09 (112.50)	0.17 (130.76)	0.58 (187.09)	0.06 (120.00)	0.04 (66.66)	0.11 (61.11)	19.47 (669.07)
1980-81	7.37 (396.23)	7.00 (2,916.66)	0.10 (125.00)	0.22 (169.23)	0.65 (203.67)	0.06 (120.00)	0.06 (100.00)	0.11 (61.11)	15.57 (535.05)
1981-82	7.04 (378.49)	7.63 (3,179.16)	0.12 (150.00)	0.27 (207.69)	0.79 (254.83)	0.08 (160.00)	0.06 (100.00)	0.11 (61.11)	16.10 (553.26)
1982-83	11.80 (634.40)	8.45 (3,520.83)	0.13 (162.50)	0.30 (230.76)	0.80 (259.06)	0.09 (180.00)	0.06 (100.00)	0.22 (122.22)	21.85 (750.85)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

NA : Not Available

Source : Compiled from the Annual Reports of the TTD.

public for the performance of sevas and rituals during the period.

KANUKA (HUNDI COLLECTIONS)

Hundi revenue comprises of voluntary offerings of the devotees to the Lord. A large share of the temple revenue comes from a non-commercial source and this is known as Kanuka receipts. The voluntary offerings of the devotees are deposited into the famous Hundi (a receptacle) which was installed at the right of the entrance to the sanctum sanctorum of Tirumala Temple. Pilgrims use to deposit into this Hundi all conceivable things in fulfilment of their vows. It is a common thing to note at Tirumala Temple that unknown devotees who are sufficiently rich would often deposit bundles of 100 rupee notes in the Hundi of the Lord¹. The huge temple hundi is emptied twice

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1. Thirty bundles of 100-rupee currency notes amounting to Rs.3 lakhs were deposited in the hundi of Lord Venkateswara at Tirumala on January 1, 1985. Temple officials informed that the hundi collection was Rs.7.17 lakhs on that day.

The Hindu, January 3, 1985.



a day and the collections are assorted and accounted. Pilgrims are invited to be present during this operation which is called parakamani, as a measure of ensuring public accountability. The hundi collections are handed over to State Bank of India and Andhra Bank on every alternate day for being credited to the TTD account. Gold and Silver articles received in hundi are auctioned periodically by the administration.

The kanuka receipt was about 29 per cent of the total income of the TTD and about 50 per cent of the income of Sri Tirumala Temple during 1982-83. Table 3.21 presents the hundi collections of Sri Tirumala Temple and other temples. Tirumala Temple derived kanuka receipts to the tune of Rs.970 lakhs in 1982-83 as against Rs.366.86 lakhs during 1973-74 representing a rise of 164 per cent with an annual average of 16.40 per cent. Kanuka receipts were marked by an uninterrupted rise in all the years under study. During the Brahmotsavam period and on other festive occasions, large amount of collections



TABLE 3.21 : HUNDI COLLECTIONS OF SRI TIRUMALA TEMPLE AND OTHER TEMPLES DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	Sri Tirumala Temple, Tirumala	Sri Govinda-rajawamy Temple, Tirupati	Sri Padmanavathi Ammavari Temple, Tiruchanoor	Sri Kodanda-ramaswamy Temple, Tirupati	Sri Kapiles-waraswamy Temple, Tirupati	Sri Venkates-waraswamy Temple, Mangapuram	Sri Kalyana Venkateswara swamy Temple, Narayanavaram	Sri Vedanarayanaswamy Temple, Nagalapuram	Andhra Ashram, Rishikesh
1973-74	366.86 (100.00)	-	-	-	-	-	-	-	-
1974-75	415.05 (113.13)	1.46 (100.00)	0.22 (100.00)	0.04 (100.00)	0.05 (100.00)	0.25 (100.00)	0.03 (100.00)	0.04 (100.00)	0.10 (100.00)
1975-76	434.43 (118.41)	1.60 (109.58)	0.40 (181.81)	0.03 (75.00)	0.12 (240.00)	0.23 (92.00)	0.02 (66.66)	0.03 (75.00)	0.08 (80.00)
1976-77	399.35 (108.85)	1.53 (104.79)	0.43 (195.45)	0.04 (100.00)	0.13 (260.00)	0.25 (100.00)	0.03 (100.00)	0.05 (125.00)	0.09 (90.00)
1977-78	480.41 (130.95)	1.90 (130.13)	6.30 (2,863.63)	0.06 (150.00)	0.03 (180.00)	0.40 (160.00)	0.05 (166.66)	0.04 (100.00)	0.10 (100.00)
1978-79	522.82 (142.53)	2.35 (160.95)	6.62 (3,009.09)	0.08 (200.00)	0.11 (220.00)	0.46 (184.00)	0.05 (166.66)	0.04 (100.00)	0.08 (80.00)
1979-80	624.16 (170.13)	3.40 (232.87)	4.97 (2,253.09)	0.09 (225.00)	0.16 (320.00)	0.56 (224.00)	0.06 (200.00)	0.04 (100.00)	0.10 (100.00)
1980-81	711.88 (194.04)	3.52 (241.09)	5.48 (2,490.30)	0.10 (250.00)	0.19 (380.00)	0.63 (252.00)	0.06 (200.00)	0.06 (150.00)	0.11 (110.00)
1981-82	823.63 (224.50)	3.60 (246.57)	5.86 (2,663.63)	0.12 (300.00)	0.27 (540.00)	0.79 (316.00)	0.08 (266.66)	0.06 (150.00)	0.11 (110.00)
1982-83	970.00 (264.40)	5.30 (363.01)	6.75 (3,068.18)	0.13 (325.00)	0.30 (600.00)	0.90 (320.00)	0.09 (300.00)	0.06 (150.00)	0.22 (220.00)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.

are received every year by the administration¹,

As seen from Table 3.21, there had been steady rise in the hundi collections of other temples. Sri Padmavathi Ammavari Temple ranked first in receiving the large amount of Kanuka among all the sub temples followed by Sri Govindarajaswamy Temple. Since 1977-78, the kanuka revenue of Tiruchanoor Temple had steadily rose with marginal fluctuations. The kanuka receipt of Sri Govindarajaswamy Temple had gone up by 263 per cent during the period from 1974-75 to 1982-83 showing an average increase of 29 per cent a year. It is revealed that an equal share is received by the TTD and archakas from the hundi collections at Dwajasthambham in Sri Padmavathi Ammavari Temple². The hundi collection of other temples had also recorded a marginal increase during the period of study.

1. During 1983-84, gifts received by Lord Venkateswara included a gold crown weighing 300 gms., a three-carat diamond worth Rs.2.50 lakhs, a Rs.10.50 lakhs donation split into 30 cheques, a Maruti Car and 126 tins of talcum powder.

Sapthagiri, July 1984.

2. This was according to the compromise between the TTD and archakas - Order No.99, dated 12.3.1963.



Table 3.22 presents capital receipts of Service Departments for temples of Group-C. Sri Venkateswara Dairy Farm is maintained by the TTD to have pure cow milk for meeting the daily requirements of the temples at Tirumala and Tirupati. This Department is felt necessary to maintain paraphernalia animals like elephants, horses, bulls, etc., for adding pomp and splendour at the time of processions of deities. This Department is not intended for a source of revenue to the TTD. During 1982-83, S.V. Dairy Farm received a capital revenue of Rs.0.53 lakhs as against Rs.0.26 lakhs in 1973-74. The department had received the revenue by disposing of uneconomic buffaloes and other animals. There was no capital revenue during the selected period for the other two departments, viz., Garden Department and Forest Department.

Table 3.23 furnishes the capital receipts of Service Departments for pilgrims of Group-D. The total capital revenue of this group had increased from Rs.5.19 lakhs in 1973-74 to Rs.37.80 lakhs during 1982-83 representing more than seven-fold



TABLE 3.22 : CAPITAL RECEIPTS OF SERVICE
DEPARTMENTS FOR TEMPLES
DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	UNIT CODE NOS.			Total
	365	366	367	
	SV Dairy Farm	Garden Department	Forest Department	
1973-74	0.26 (100.00)	-	-	0.26 (100.00)
1974-75	-	-	-	-
1975-76	-	-	-	-
1976-77	0.01 (3.84)	-	-	0.01 (3.84)
1977-78	0.35 (134.61)	-	-	0.35 (134.61)
1978-79	0.46 (176.92)	-	-	0.46 (176.92)
1979-80	0.30 (115.38)	-	-	0.30 (115.38)
1980-81	0.17 (65.38)	-	-	0.17 (65.38)
1981-82	0.55 (211.53)	-	-	0.55 (211.53)
1982-83	0.53 (203.84)	-	-	0.53 (203.84)

Note : Figures in parenthesis indicate
index numbers with 1973-74 as
the base year (100).

Source : Compiled from the Annual Reports
of the TTD.



TABLE 3.23 : CAPITAL RECEIPTS OF SERVICE DEPARTMENTS FOR PILGRIMS DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Unit Code No.	Particulars	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83
352	Reception Officer I & II, Tirumala	5.19 (100.00)	0.02 (0.38)	-	-	-	6.68 (128.70)	19.32 (372.25)	32.96 (635.06)	32.76 (631.21)	26.80 (516.37)
352	Reception Officer, III, Tirumala	-	-	-	-	-	-	-	-	-	-
353	Museums	-	-	-	-	-	-	-	-	-	-
355	Reception Officer, Tirupati	-	0.02 (100.00)	-	-	-	0.73 (3,650.00)	1.94 (9,700.00)	4.44	8.18	11.00
356	Vigilance Guard Officer	-	-	-	-	-	-	-	-	-	-
358	Information Centres	-	-	-	-	-	-	-	-	-	-
362	Press	-	-	-	-	-	-	-	-	-	-
363	Canteens, Tirumala	-	-	-	-	-	-	-	-	-	-
364	Canteens, Tirupati	-	-	-	-	-	-	-	-	-	-
368	Health Office, Tirumala	-	-	-	-	-	-	-	-	-	-
368	I MC Hospital, Tirupati	-	-	-	-	-	-	-	-	-	-
368	PAT Dispensary, Tiruchanoor	-	-	-	-	-	-	-	-	-	-
368	KTC Dispensary, Tirupati	-	-	-	-	-	-	-	-	-	-
368	Aswini Hospital, Tirumala	-	-	-	-	-	-	-	-	-	-
368	Employees' Dispensary, Tirumala	-	-	-	-	-	-	-	-	-	-
368	Ayurvedic Dispensary, Tirupati	-	-	-	-	-	-	-	-	-	-
368	Central Hospital, Tirupati	-	-	-	-	-	-	-	-	-	-
	Limb Centre, Tirupati	-	-	-	-	-	-	-	-	-	-
	Editor, Tirupati	-	-	-	-	-	-	-	-	-	-
	TOTAL	5.19 (100.00)	0.04 (0.77)	-	-	-	7.41 (142.77)	21.26 (403.63)	37.40 (720.61)	40.94 (783.82)	37.80 (728.32)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.



increase during the period. The capital revenue of Reception Officer I and II of Tirumala increased from Rs.5.19 lakhs in 1973-74 to Rs.32.76 lakhs during 1981-82 and it had declined to Rs.26.80 lakhs in 1982-83. The Reception Officer, Tirupati, derived capital income of Rs.11 lakhs in 1982-83 as against Rs.8.18 lakhs during 1981-82. There was a steady increase of capital revenue during the period for the Reception Officer, Tirupati. All the remaining establishments of Group-D had practically not received any amount of capital receipt.

The capital receipts of the Engineering Division are shown in Table 3.24. The Engineering Division looks after the constructional activities of the TTD. The division is headed by a Chief Engineer under whose control, there are six divisions and two other sub-divisions which oversee various works at different places. The total capital receipts of the Engineering Division were Rs.20 lakhs during 1982-83. Some of the engineering establishments of this division had not received any amount of capital revenue during the selected period.



TABLE 3.24 : CAPITAL RECEIPTS OF ENGINEERING DIVISION DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	Executive Engineer-I, Tirumala	Executive Engineer-II, Tirupati	Executive Engineer-III, Tirupati	Executive Engineer-IV, Tirupati	Deputy Executive Engineer, DPM Stores, Tirupati	Executive Engineer-V, Tirumala	Executive Engineer-VI, Tirumala	Total
1973-74	-	-	-	-	-	-	-	-
74-75	-	-	-	-	-	-	-	-
75-76	-	-	-	-	-	-	-	-
76-77	26.09 (100.00)	-	-	-	-	-	-	26.09 (100.00)
77-78	51.67 (198.04)	34.50	17.27	0.01	-	-	-	103.45 (396.51)
1978-79	-	-	-	-	-	-	-	-
1979-80	-	-	-	-	-	-	-	-
1980-81	-	-	-	-	-	-	-	-
1981-82	-	-	-	-	-	-	2.45	2.45 (9.39)
1982-83	-	-	-	-	-	-	20.00	20.00 (76.65)

Note : Figures in parenthesis indicate index numbers with 197 -7 as the base year (100)

Source : Compiled from the Annual Reports of the ITD.

There are two departments in General Administration Department. They are: Huzur Office and Transport Wing. The Huzur Office receives capital revenue from the sale of gold, silver and other valuables and donations made by the public for the construction and renovation of choultries and temples of the TTD. The TTD devised a scheme in the year 1957 inviting donations for the construction of residential accommodation to the pilgrims. According to the scheme, the actual cost of a cottage was to be shared equally between the donor and the TTD. In response to the appeal of the TTD, a large number of devotees came forward with donations for the construction of choultries and cottages. The donors or their representatives are allowed free occupation of their cottage whenever they visit Tirumala.

The capital receipts of General Administration Department are furnished in Table 3.25. They had increased from a modest amount of Rs.23 lakhs in 1973-74 to Rs.521.49 lakhs during 1982-83 indicating about 23-fold rise during the selected period. The capital revenue of the Huzur Office was marked by a wide range



TABLE 3.25 : CAPITAL RECEIPTS OF THE
GENERAL ADMINISTRATION
DEPARTMENT DURING 1973-74
TO 1982-83

(Rupees in Lakhs)

Years	UNIT CODE NOS.		Total
	361	390	
	Transport	Huzur Office	
1973-74	11.44 (100.00)	11.56 (100.00)	23.00 (100.00)
1974-75	18.45 (161.27)	6.96 (60.20)	25.41 (110.47)
1975-76	4.25 (37.15)	4.49 (38.84)	8.74 (38.00)
1976-77	22.70 (198.42)	362.98 (3,139.96)	385.68 (1,676.86)
1977-78	NA	222.10 (1,921.28)	222.10 (965.65)
1978-79	7.99 (69.84)	97.53 (843.68)	105.52 (458.78)
1979-80	21.51 (188.02)	117.07 (1,012.71)	138.58 (602.52)
1980-81	15.16 (132.51)	128.48 (1,111.41)	143.64 (624.52)
1981-82	8.40 (73.42)	172.38 (1,491.17)	180.78 (786.00)
1982-83	27.81 (243.09)	493.68 (4,270.58)	521.49 (2,267.34)

Note : Figures in parenthesis indicate
index numbers with 1973-74
as the base year (100).

NA : Not Available

Source : Compiled from the Annual Reports
of the TTD.



of fluctuations. The fluctuations were traceable in income due to the sale of gold, silver, etc., and donations received during the period. The Huzur Office revenue comprised of about 94.66 per cent of the General Administration Department. The capital revenue of the Transport Wing went up by nearly 143 per cent during the period from 1973-74 to 1982-83 depicting an annual rise of 14.30 per cent. The revenue of this Wing was uneven during the period of study. The Transport Wing received capital revenue when old, unserviceable and uneconomic vehicles were disposed of in public auction.

Sale of Gold and Silver

The Huzur Office of the TTD receives capital income by the sale of gold, silver, other valuables and soiled notes which are deposited into the Hundi by the devotees¹. The gold, jewellery, jewellery

1. In March 1985, a Hyderabad based business magnate offered to the TTD 108 flowers made of gold foils worth over Rs.5 lakhs with a request to use them for Lord Venkateswara at the time of archana. Accordingly, the temple authorities are using them every Tuesday at the time of the 'Astothara Nama Archana' an early morning ritual. On all the flowers, each of which weigh 11 gms. the term 'Om Namō Narayana' is engraved.

The Hindu, March 20, 1985.



with precious stones (uncurrent notes) received in the Hundi at Tirumala Temple are transferred to the Huzur Office Treasury daily for safe custody.

Table 3.26 furnishes the details of the revenue from the sale of gold, silver and soiled notes. The administration derived an amount of Rs.83.03 lakhs in 1982-83 from the sale of gold and gold dollars as against Rs.1.20 lakhs in 1973-74. The income by the sale of gold during 1977-78 was Rs.195.69 lakhs which was the largest revenue on this head during the selected period. The TTD also realised a substantial amount of revenue from the sale of silver and silver dollars. The income from the disposal of silver and silver dollars had gone up from Rs.5.75 lakhs in 1973-74 to Rs.20.85 lakhs during 1982-83 with an average rise of 26.20 per cent per annum. There was a significant increase in income from soiled notes during the year 1981-82 over its preceding year and it had marginally declined in 1982-83.

It may be observed that in the month of June 1984, the TTD disposed of 74 Kgs. of stone-studded gold jewellery in 405 lots each weighing 150-250 gms



TABLE 3.26 : REVENUE FROM THE SALE OF
GOLD, SILVER, ETC., DURING
1973-74 TO 1982-83

(Rupees in Lakhs)

Years	Sale of Gold, Gold Dollars, Etc.	Sale of Silver Articles	Soiled Notes
1973-74	1.20 (100.00)	5.75 (100.00)	1.75 (100.00)
1974-75	1.84 (153.33)	8.24 (143.30)	2.15 (122.85)
1975-76	5.03 (419.16)	13.30 (231.30)	2.67 (152.57)
1976-77	5.11 (425.83)	5.05 (87.82)	4.41 (252.00)
1977-78	195.69 (16,307.50)	9.98 (173.56)	4.44 (253.71)
1978-79	15.74 (1,311.66)	11.09 (192.86)	3.48 (198.85)
1979-80	53.31 (4,442.50)	12.22 (212.52)	8.41 (480.57)
1980-81	52.33 (4,359.16)	23.00 (400.00)	19.97 (1,141.14)
1981-82	73.74 (6,145.00)	27.02 (469.91)	38.46 (2,197.71)
1982-83	83.03 (6,919.16)	20.85 (362.60)	35.50 (2,028.57)

Note : Figures in parenthesis indicate
index numbers with 1973-74 as
the base year (100).

Source : Compiled from the Annual Reports
of the TTD.



in the auction conducted. It fetched the TTD altogether Rs.103 lakhs in the five-day auction¹. In the auction conducted for four days during the month of May 1985, the TTD netted an amount of Rs.119 lakhs disposing of nearly 80 Kgs. of jewellery². The TTD, under a licence from the Government of India, is periodically auctioning stone-studded gold jewellery.

Table 3.27 presents the capital receipts of educational institutions of Group-G. The capital receipts of the Group-G were Rs.6.91 lakhs in 1982-83 as against Rs.0.62 lakhs in 1978-79. During the first five years of the selected period, no capital receipts were received by the educational institutions. Since 1978-79, only colleges and other institutions had received small amount of capital receipts. Most of the educational and charitable institutions had not derived any amount of capital revenue during the period of study.

1. The Hindu, June 16, 1984, p.7.

2. Ibid., May 24, 1985, p.9.



TABLE 3.27 : CAPITAL RECEIPTS OF EDUCATIONAL INSTITUTIONS DURING 1973-74 TO 1982-83

		(Rupees in Lakhs)									
Unit Code No.	Name of the Institution	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83
I. SANSKRIT											
371	SVVA Kendram, Tirumala	-	-	-	-	-	-	-	-	-	-
371A	SV Veda Patasala, Tirumala	-	-	-	-	-	-	-	-	-	-
376	SV Oriental High School, Tirupati	-	-	-	-	-	-	-	-	-	-
385	SV Oriental College, Tirupati	-	-	-	-	-	-	-	-	-	-
388	SVVV Sanskrit College, Hyderabad	-	-	-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-	-	-	-	-
II. SCHOOLS											
372	SV High School, Vellore	-	-	-	-	-	-	0.11 (100.00)	0.26 (236.36)	-	-
373	SV High School Tirupati	-	-	-	-	-	-	-	-	-	-
373A	SV Upper Primary School, Tirupati	-	-	-	-	-	-	-	-	-	-
374	SP Girls' High School, Tirupati	-	-	-	-	-	-	-	-	-	-
375	SV High School, Tirumala	-	-	-	-	-	-	-	-	-	-
377	SV Elementary School, Tirumala	-	-	-	-	-	-	-	-	-	-
379	SV School for Deaf & Blind, Tirupati	-	-	-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-	0.11 (100.00)	0.26 (236.36)	-	-
III. COLLEGES											
381	SPW College, Tirupati	-	-	-	-	-	-	-	3.07 (100.00)	-	3.00 (97.09)
382	SV College, New Delhi	-	-	-	-	-	-	-	-	-	-
383	SV Arts College (Day), Tirupati	-	-	-	-	-	-	0.75 (100.00)	4.50 (600.00)	-	3.80 (506.66)
384	SGS Arts College, Tirupati	-	-	-	-	-	-	-	1.27	-	-
386	SV College for Music & Dance, Tirupati	-	-	-	-	-	0.62 (100.00)	0.01 (1.61)	-	0.01 (1.61)	0.01 (1.61)
387	SV Junior College, Tirupati	-	-	-	-	-	-	-	-	-	-
389	SV Arts College (Evening), Tirupati	-	-	-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	0.62 (100.00)	0.76 (122.58)	8.86 (1,429.03)	0.01 (1.61)	6.81 (1,099.38)
IV. CULTURAL											
378	SV Sculpture Training Centre, Tirupati	-	-	-	-	-	-	-	-	-	-
V. CHARITABLE											
391	SV Balasandir, Tirupati	-	-	-	-	-	-	-	-	-	-
392	SV Poor Home, Akkrampalle	-	-	-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-	-	-	-	-
VI. TECHNICAL											
356	SPW Polytechnic, Tirupati	-	-	-	-	-	-	1.15 (100.00)	0.60 (52.17)	-	0.10 (8.69)
356	Yoga Centre, Tirupati	-	-	-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-	1.15 (100.00)	0.60 (52.17)	-	0.10 (8.69)
GRAND TOTAL (I to VI)		-	-	-	-	-	0.62 (100.00)	2.02 (325.80)	7.12 (1,470.96)	0.61 (98.38)	6.91 (1,114.51)

Note : Figures in parenthesis indicate index numbers with 1978-79 as the base year (100).

Source : Compiled from the ... TTD.



Following are the observations and suggestions of the above study. The main focus of the financial administration of the TTD should be on seeking ways and means to avert the erratic trend in the flow of funds particularly in the revenue income. The administration has to plan ahead about the possible repercussions on its finances whenever it contemplates any major change in its programmes.

The income of Tirumala Temple comprised of mainly Kanuka (Hundi) receipts. The kanuka receipts had rose from Rs.366.86 lakhs in 1973-74 to Rs.970 lakhs during 1982-83 indicating a rise of 164 per cent with an average rise of 16.40 per cent a year. The kanuka revenue had a consistent increase during the selected period. It is observed that much time is taken for counting the coins at Tirumala Temple. It may be suggested that the administration may acquire a machine to count the coins and this will facilitate their speedy counting. It is a common apprehension that leakage in the kanuka revenue is not uncommon.



But, it is difficult to estimate to what extent this is resorted to.

The TTD received an amount of Rs.340 lakhs in 1982-83 as against Rs.95.10 lakhs during 1973-74 from arjita sevas representing an average increase of 25.70 per cent a year. Arjita revenue comprised of nearly 18.05 per cent of the total revenue receipts. It is found that among all the arjita sevas, Kalyanotsavams and Amantranotsavams were performed in large number during the selected period. This was due to the popularity in rich and other middle class pilgrims.

One of the ways of augmenting the revenues of the TTD is by revising the rates of arjita sevas. At present Kalyanotsavam and Amantranotsavam are performed in Tirumala Temple at the rate of Rs.2,000 and Rs.400 respectively. It is suggested that the administration may lower the rate of kalyanotsavam to Rs.1,500 and Amantranotsavam to Rs.300 so as to enable the common worshipper to perform such sevas. It is evident that the administration had surplus revenue on arjita sevas during the period of study.



It is found that other sevas like Tiruppavada, Vasanthotsavam, Vahana Seva and Unjal Seva were not performed by the devotees in large number. This was for two reasons. These sevas do not enjoy the patronage of the pilgrims and the rates of these sevas are highly priced. It is suggested that the rates of these sevas may also considerably be lowered in which case increased demand at reduced rates is likely to bring in more revenues than before. The administration has to popularise these sevas to attract more pilgrims. However, there is ample room to criticise the highly priced rituals and the commercialisation of religious sentiments. Greater care will have to be exercised in dealing with the arjitam revenue. Any attempt at raising the arjitam rate is likely to drive the pilgrims away into other types of worship. But, a little readjustment and rationalisation of rates may be considered whenever and wherever necessary.

Another important item of revenue is from the sale of proktam (prasadams and panyarams). The revenue from the sale of laddu and vada had fetched Rs.310 lakhs in 1982-83 as against Rs.65.75 lakhs



during 1973-74 recording an average rise of 37 per cent a year. It comprised of 16.45 per cent of the revenue receipts of the TTD in 1982-83. During 1982-83, it was noticed that the laddus were sold more than the cost price. This is evidenced from the fact that the administration had realised a surplus revenue of Rs.60 lakhs in 1982-83 over its expenditure. However, a deficit of about Rs.12.87 lakhs was incurred in 1981-82. However, during 1984-85, it was found that laddus were sold to the devotees at less than the cost price. The TTD claimed that the cost of preparation of laddu has considerably increased due to the rise in the prices of ingredients that are used in the preparation of laddus. As a result, it was estimated that the cost of preparation of laddu has increased from Rs.3 to Rs.4.04 each. However, the administration has not revised the price of laddu but selling only at Rs.3 each during 1984-85.

Now, the TTD intends to rise the price of laddu from the present Rs.3 to Rs.5.15 each by adding costly spices in its preparation as the latest cost sheet worked out by the administration has pushed up its



cost. However, it may be noted that the TTD has not so far taken any decision on this aspect.

There is a criticism in recent years from the public that there has been a considerable deterioration in the quality and size of laddu prepared at Tirumala Temple. The criticism is found to be correct. It is suggested that the administration has to ensure the quality of laddu and maintain the flavour and characteristic of Tirumala laddu. The demand for laddu does not decline even its price is slightly enhanced provided its quality is perfectly maintained.

It is felt that the special darshan facility could, however, be continued by the administration so as to facilitate the pilgrims who can afford to purchase the tickets and have darshan of the Lord. It is suggested that more amenities should be provided to the pilgrims in general queue and hours of their stay should considerably be reduced by quick movement of the queue. Dharma Darshan or as is more appropriately called now Sarva Darshan, extends for over a period of 18 hours a day.



S.V.Dairy Farm, Garden Department and Forest Department are not intended to be the source of revenue for the administration. These departments were running with deficits. It is necessary for the TTD to maintain the animals like elephants and horses to add pomp and splendour and provide paraphernalia at the processions of the Deities. It is observed that the administration is purchasing flowers used in temples from the private sources. It is suggested that flower and ornamental gardens of the TTD should be further developed for getting adequate supplies of flowers to various temples of the TTD. It is further suggested that the forest and cultivable land of the Devasthanams may be given to agricultural farmers on lease basis and derive income. This would possibly help in creating work for agricultural labour and increasing agricultural produce.

Choultries, cottages and rest houses are primarily intended to provide free and paid accommodation to the pilgrims. The administration has constructed a number of cottages and choultries to meet ever increasing demand of the pilgrims. Construction



activity perhaps, is a never ending process. There is heavy demand for paid accommodation at Tirumala. It is interesting to note that more number of pilgrims had opted for paid accommodation than the free rooms during the selected period. This was found possible because of good facilities and amenities provided in paid cottages. In fact, most of the pilgrims visiting Tirumala desire to have good accommodation with all amenities. However, the number of pilgrims who were accommodated in paid as well as in free rooms had been steadily rising as there was over all increase in the influx of pilgrims to Tirumala Hills over the years.

It is found that the rates charged for some of the cottages ~~were~~ cheaper when compared to similar accommodation elsewhere. Though the cost of maintenance of the choultries and cottages had increased, it is revealed that the TTD has realised a surplus revenue of Rs.41.04 lakhs over its expenditure during 1982-83. It is observed that some pilgrims use to stay in cottages at Tirumala for more than two days. It is suggested that a marginal upward revision of



these rates may prevent using of this accommodation for purposes other than pilgrimage and would also yield more revenue for the administration. Further, the administration may introduce a system under which the pilgrims who stay more than two days in the cottages may be charged some amount of penal rate over and above the regular charges. The penal rate charged should be cumulatively increased for the succeeding days when the pilgrims continue to stay in the cottages. There had been a complaint that facilities provided in free choultries were poor. The administration has to increase the amenities to the pilgrims in free choultries so as to reduce the ever increasing demand for paid accommodation.

The responsibility of the administration is to provide hygienic food to the pilgrims visiting Tirumala and Tirupati in its canteens. The revenue from canteens had increased from Rs.6.52 lakhs in 1973-74 to Rs.58.38 lakhs during 1982-83. This steady increase was due to the opening of central canteen complex. It is observed that running of canteens is not profitable to the administration. It may be noted



that the employees of the TTD at Tirupati and Tirumala are served meals at Rs.1.25 each in canteens. It is revealed that on average nearly 1,000 employees are availing of the canteen facility every day at Tirumala and Tirupati. It can be pointed out that the employees' cost of meals is being subsidised by the pilgrims. It is suggested that the administration may set up separate canteens one each at Tirumala and Tirupati exclusively for the use of employees. This would help in relieving the pilgrims from the burden of cost of the subsidised meals provided to the employees. The administration can bear the loss suffered in keeping with the usefulness and service of canteens to the welfare of the employees. However, the administration has to take necessary steps to improve the quality of foodstuffs served to the pilgrims in its canteens.

The TTD has got its own sophisticated printing press and publications division. It is observed that the press is run mainly to meet the stationery and printing requirements of the administration, besides publishing rare and valuable texts on religion,



philosophy, etc., and marketing them at the cost price to the public. It is observed that the press was operating at less than its capacity. It is suggested that the administration may allow the press to accept the outside orders provided it has time to do. Further, the administration can also provide more work to the press by strengthening the Publications Wing. It is found that the amount of unsold stock of publications of TTD is significant. It may be suggested that the stocks can be disposed of by offering large scale discounts and concessions. This does not in any way affect the income position of the administration.

The income of the TTD is divided into two heads: Revenue Income and Capital Income. The term revenue income covers the items of routine and recurring nature. The words revenue and income are synonymous. Hence, the word revenue income is not found appropriate to the meaning it connotes. It is suggested that the administration may replace the revenue income by current income. The new term may be found feasible and does not give scope for confusion.



Another source of revenue for the administration is interest on investments. The administration had derived an amount of Rs.413 lakhs in 1982-83 as interest on fixed deposits against Rs.34.24 lakhs during 1973-74. It is suggested that the administration has to see the feasibility of investing the TTD funds in corporate sector industries where higher rates of interest are ensured. Necessary changes may be brought out in the TTD Act 1979 to enable the administration to invest the funds in corporate and other sectors for yielding high rate of interest.

It is observed that the administration has started disposing of its gold and jewellery through public auction since March 1984 with the permission of the Gold Controller, Government of India. The TTD had accumulated nearly about 600 Kgs. of gold and jewellery in its coffers in the past 20 years. It may be suggested that future accumulation of gold should be avoided by the administration.

Being a religious and service oriented institution, the TTD cannot pursue revenue maximising



policies for all the sources of income. In fact, nothing should be done which would diminish the significance of the temple as a sacred place of pilgrimage. This is, perhaps, the most important constraint on the revenue maximising behaviour of the TTD. The ever increasing flow of pilgrims and their ever increasing contributions, voluntary as well as arjitam revenue are undoubtedly a testimony for the sound financial position of the TTD. Smooth and uninterrupted flow of funds is very essential for the effective functioning of even the routine administration of an enterprise and the TTD is not an exception to it.



APPENDIX 3.1 : ESTABLISHMENTS UNDER THE MANAGEMENT
OF THE TTD

GROUP A :

- 1 Sri Tirumala Temple

GROUP B : Other Temples:

- 2 Sri Govindarajaswamy Temple, Tirupati.
- 3 Sri Padmavathi Ammavari Temple, Tiruchanoor
- 4 Sri Kodandaramaswamy Temple, Tirupati
- 5 Sri Kapileswaraswamy Temple, Tirupati
- 6 Sri Venkateswaraswamy Temple, Mangapuram
- 7 Sri Kalyanavenkateswaraswamy Temple,
Narayanavaram
- 8 Sri Vedanarayanawamy Temple, Nagalapuram
- 9 Andhra Ashram, Rishikesh

GROUP C : Service Departments for Temples:

- 10 Sri Venkateswara Dairy Farm
- 11 Garden Department
- 12 Forest Department

GROUP D : Service Departments for Pilgrims:

- 13 Reception Officer I & II, Tirumala
- 14 Reception Officer III, Tirumala
- 15 Reception Officer, Tirupati
- 16 Museums



- 17 Vigilance Guard Officer
- 18 Information Centres
- 19 Press
- 20 Canteens, Tirumala
- 21 Canteens, Tirupati
- 22 Health Office, Tirumala
- 23 I New Choultry Hospital, Tirupati
- 24 Padmavathi Ammavari Temple Dispensary,
Tiruchanoor
- 25 KTC Dispensary, Tirupati (winded up)
- 26 Aswini Hospital, Tirumala
- 27 Employees Dispensary, Tirumala
- 28 Ayurvedic Dispensary, Tirupati
- 29 Central Hospital, Tirupati
- 30 Artificial Limb Centre, Tirupati
- 31 Editor, Tirupati

GROUP E : Engineering Division:

- 32 Executive Engineer-I, Tirumala
- 33 Executive Engineer-II, Tirupati
- 34 Executive Engineer-III, Tirupati
- 35 Executive Engineer-IV, Tirupati
- 36 DPW Stores, Tirupati
- 37 Deputy Executive Engineer (Electricals),
Tirupati
- 38 Executive Engineer-V, Tirumala
- 39 Executive Engineer-VI, Tirumala

GROUP F : General Administration:

- 40 Huzur Office
- 41 Transport

GROUP G : Educational Institutions:

Please refer Appendix 2.2 in Chapter 2 for details.

APPENDIX 3.2 : ARJITAM SCHEDULE OF SRI TIRUMALA
TEMPLE

(i) <u>Darsanam:</u>	Rs.Ps.
Special Darsan ..	25.00

Note : Admission is for each ticket-holder only.

(ii) <u>Sevas:</u>	
1 Amantranotsavam ..	400.00
2 Poornabhishekam ..	500.00
3 Gambura Vessel ..	300.00
4 Civet Vessel ..	200.00
5 Japhra Vessel ..	100.00
6 Musk Vessel ..	100.00
7 Sahasrakalasa Abhishekam ..	3,500.00
8 Tiruppavada ..	6,000.00
9 Koil Alvar Tirumanjanam ..	3,000.00
10 Veda Asirvachana Seva ..	250.00

Note : Two persons of a family will be admitted for darsan during Thomala Seva and Archana in the morning, and for Ekantha Seva during the night for the day. They will also be given Pongali Prasadam in the noon after Nivedana.

Seva of two and six are performed on Fridays only.

Item seven will be performed on Wednesdays only. Item eight will be performed on Thursdays only. These are a day's



function each and the party will be given prasadam, vada, appam, dosai, etc., besides Vastra Bahumanam at the end of the function.

Additional one rupee has to be paid for Harathi purpose as per custom and occasions demand.

(iii) Utsavams:

	Rs.Ps.
1 Vasanthotsavam ..	3,000.00
2 Kalyanotsavam ..	2,000.00
3 Unjal Seva ..	1,500.00
4 Brahmotsavam ..	750.00
5 Theppotsavam (Float Festival) ..	2,500.00

Note : Vasantotsavam : Conducted for three days or lesser number of days as per the convenience of the party and the temple. Vastra Bahumanam will be given to the party.

Unjal Seva : The grihasthas will be given one gold dollar besides Vastra bahumanam.

Brahmotsavam : Six persons will be admitted. Pongal and Dosa will be given to the party on the days of the Utsavam. At the end, Vastra Bahumanam and prasadam will be given.

Kalyanotsavam (Celebration of Marriage): At the close of the function, Vastra Bahumanam and prasadam will be given as per custom besides Laddu, Vadas, Appams, Dosas and food prasadam. Kalyanotsavams will be performed on all days except on festival days.



VAHANA SEVAS AT TIRUMALA

The Vahanas (Vehicles) of the Lord stand for humility and all-surrendered devotion. There is great philosophical purport behind the processions of Garuda, Aswa (horse), Gaja (elephant), etc. Vahanas are taken out in full splendour and colourful pageantry during festivals. It drives home that the Lord is the greatest Master and we are the vehicles to spread His mercy and love.

The Vahana Sevas performed for Lord Venkateswara at Tirumala have a special significance. It is a token of one's total faith and servitude to him. This can be performed at the following rates mentioned below:

	Fee for each Seva	Persons allowed for Darshan on each ticket
	Rs. Ps.	
GROUP - I		
1 Golden Garuda Seva	125.00	Three
2 Kalpa Vriksha Vahanam		
3 Surya Prabha Vahanam		
4 Sarva Bhoopala Vahanam		
GROUP - II		
1 Silver Garuda Vahanam	100.00	Three
2 Chinna Sesha Vahanam		
3 Hamsa Vahanam		
4 Hanumantha Vahanam		
5 Gaja Vahanam		
6 Aswa Vahanam		

Source : Sapthagiri, January 1985.



**APPENDIX 3.3 : TIMINGS OF SRI VENKATESWARA TEMPLE,
TIRUMALA**

I. SATURDAYS, SUNDAYS, MONDAYS and TUESDAYS

- 3.00 A.M. to 3.30 A.M. - Suprabhatam (Only Rs.25 special entrance ticket-holders will be allowed)
- 3.30 A.M. to 3.45 A.M. - Sudhi
- 3.45 A.M. to 4.30 A.M. - Thomala Seva
- 4.30 A.M. to 4.45 A.M. - Koluvu and Panchanga Sravanam
- 4.45 A.M. to 5.30 A.M. - I Archana (Sahasranamam)
- 5.30 A.M. to 6.00 A.M. - I Bell, Bali and Satumora
- 6.00 A.M. to 12.00 Noon - Sarvadarsanam
- 12.00 Noon to 1.00 P.M. - Sudhi, II Archana (Ekantam), II Bell
- 1.00 P.M. to 7.00 P.M. - Sarvadarsanam
- 7.00 P.M. to 8.00 P.M. - Sudhi, Night Kainkaryams (Ekantham and Night Bell)
- 1.00 P.M. to 7.00 P.M. - Sarvadarsanam
- 12.00 M.N. to 12.30 M.N. - Sudhi and preparation for Ekantha Seva
- 12.30 M.N. - Ekanta Seva

II. On WEDNESDAYS due to ARJITA SAHASRAKALASABHISHEKAMS

- 3.00 A.M. to 3.30 A.M. - Suprabhatam (only Rs.25 special entrance ticket holders will be admitted)
- 3.30 A.M. to 3.45 A.M. - Sudhi
- 3.45 A.M. to 4.30 A.M. - Thomala Seva (Private)
- 4.30 A.M. to 4.45 A.M. - Koluvu and Panchanga Sravanam



- 4.45 A.M. to 5.30 A.M. - I Archana (Sahasranama Archana)
- 5.30 A.M. to 6.00 A.M. - I Bell, Bali, Sathumora and preparations for Sahasrakalasabhishekam
- 6.00 A.M. to 8.00 A.M. - Arjita Sahasrakalasabhishekam: Sudhi, II Archana (Ekantam) and bell
- 8.00 A.M. to 7.00 P.M. - Sarvadarsanam
- 7.00 P.M. to 8.00 P.M. - Sudhi, Night Kainkaryams (Ekantam) and Night Bell
- 8.00 P.M. to 12.00 M.N. - Sarvadarsanam
- 12.00 M.N. to 12.30 M.N. - Sudhi
- 12.30 M.N. - Ekanta Seva (Private)

III. On THURSDAYS due to ARJITA TIRUPPAVADA, POOLANGI SEVA

- 3.00 A.M. to 3.30 A.M. - Suprabhatam (only Rs.25 special entrance ticket holders will be admitted)
- 3.30 A.M. to 3.45 A.M. - Sudhi
- 3.45 A.M. to 4.30 A.M. - Thomala Seva
- 4.30 A.M. to 4.45 A.M. - Koluvu and Panchanga Sravanam
- 4.45 A.M. to 5.30 A.M. - I Archana (Sahasranama Archana) (Private)
- 5.30 A.M. to 6.00 A.M. - I Bell, Bali and Sathumora
- 6.00 A.M. to 8.00 A.M. - Sallimpu, II Archana (Ekantam), Tiruppavada Alankaram, Bell
- 8.00 A.M. to 6.00 P.M. - Sarvadarsanam
- 6.00 P.M. to 8.00 P.M. - Sudhi, Night Kainkaryams, Poolangi Samarpana and Night Bell



- 8.00 P.M. to 12.00 M.N. - Poolangi Sarvadarsanam
 12.00 M.N. to 12.30 M.N. - Sudhi
 12.30 M.N. - Ekanta Seva (Private)

IV. On FRIDAYS due to ABHISHEKAM

- 3.00 A.M. to 3.30 A.M. - Suprabhatam (Only Rs.25 special entrance ticket holders will be admitted)
 3.30 A.M. to 5.00 A.M. - Sallimpu, Sudhi, Nithyakatla Kainkaryams, Morning I Bell and preparations for Abhishekam.
 5.00 A.M. to 7.00 A.M. - Abhishekam
 7.00 A.M. to 8.30 A.M. - Samarpana
 8.30 A.M. to 9.30 A.M. - Thomala Seva and Archana
 9.30 A.M. to 10.00 A.M. - II Bell, Bali and Satumora
 10.00 A.M. to 7.00 P.M. - Sarvadarsanam
 7.00 P.M. to 8.00 P.M. - Sudhi, Night Kainkaryams and Bell
 8.00 P.M. to 12.00 M.N. - Sarvadarsanam
 12.00 M.N. to 12.30 M.N. - Sudhi
 12.30 M.N. - Ekanta Seva

Note : 12.30 P.M. to 7.00 P.M. Circar and Arjitams: Kalyanotsavam, Brahmotsavam, Unjal Seva, etc., (Circar and Arjitams Float Festival only on Tuesdays).

Source : Sapthagiri, January 1985.



APPENDIX 3.4 : RATES OF PRASADAMS AND PANYARAMS

Amount of fee fixed
with effect from
10.4.1980

PRASADAMS (For $\frac{1}{4}$ Sola)

Rs.Ps.

1 Dadhyodanam	..	75.00
2 Pulihora	..	80.00
3 Payasam	..	125.00
4 Seera	..	200.00
5 Chackara Pongal	..	125.00
6 Pongal	..	100.00
7 Sakkra Bhath	..	125.00
8 Kesari Bhath	..	125.00

PANYARAMS (For $\frac{1}{4}$ Sola)

9 Laddu Padi	..	700.00
10 Vada Padi	..	350.00
11 Dosa Padi	..	250.00
12 Tentola Padi	..	300.00
13 Poli Padi	..	350.00
14 Appam Padi	..	250.00
15 Sukheeya Padi	..	300.00
16 Jilebi Padi	..	600.00

Source : Sapthagiri, December 1984.



APPENDIX 3.5 : ARJITA SCHEDULE OF OTHER TEMPLES

SRI GOVINDARAJASWAMY TEMPLE, TIRUPATI.

Arjita Vahanams

	Rs.Ps.
1 Garuda Vahanam ..	32.00
2. Chandraprabha Vahanam ..	32.00
3 Elephant Vahanam ..	32.00
4 Horse Vahanam ..	32.00
5 Simha Vahanam ..	32.00
6 Hamsa Vahanam ..	32.00
7 Chinna Sesha Vahanam ..	32.00
8 Pedda Sesha Vahanam ..	62.00
9 Suryaprabha Vahanam ..	62.00

Arjita Cherupu

1 Dosa Padi ($\frac{1}{4}$ Sola) ..	35.00
2 Dadhyodanam "	40.00
3 Pulihora "	50.00
4 Pongal "	55.00
5 Chakkara Pongal "	65.00
6 Sakkara Bhath "	85.00
7 Kesari Bhath "	90.00
8 Seera "	155.00



SRI PADMAVATHI AMMAVARI TEMPLE, TIRUCHANDOOR.

1) Darsanam :

Special entrance fee Rs.2 per head.

2) Arjitam :

			Rs.Ps.
a) Pongali	Sola	..	55.00
b) Pulihora	"	..	50.00
c) Dadhyodanam	"	...	40.00
d) Kesari Bath	"	...	85.00
e) Chakkara Pongali	"	...	65.00
f) Dosapadi	"	..	35.00
g) SakKra Bath	"	..	90.00
h) Seera	"	..	155.00

3) Sevas :

a) Nithya Archana	..	155.00 per year
b) Sahasranama Archana	..	6.50
c) Archana	..	1.00
d) Harathi	..	0.50
e) Poornabhishekam (only on Fridays)	..	100.00
f) Unjal Seva (only on Fridays)	..	150.00
g) Tiruppavada Seva	..	1,500.00
h) Tiruchi Utsavam	..	63.00
i) Elephant Vahanam	..	32.00
j) Garuda Seva	..	32.00



SRI KAPILESWARASWAMY TEMPLE, TIRUPATI.

A) Arjita Sevas :

Name of the Seva	Ticket Value	Timings
1. Abhishekam	Re.1 (per head)	9.30 A.M. to 11 A.M.
2. Sahasranamarchana	Re.1 (per head)	5.00 P.M. to 6 P.M.

B) Cherupus :

Particulars	Value
	Rs.Ps.
1 Pulihora	50.00
2 Pongali	55.00
3 Chakkara Pongali	65.00
4 Dadhyodanam	40.00
5 Dosa	35.00
6 Ksheera	155.00
7 Kesari Bath	85.00



SRI VENKATESWARASWAMY TEMPLE, MANGAPURAM.

1. Arjita Kalyanotsavams are performed daily from 10.30 A.M. to 12 Noon at the rate of Rs.150.
2. Friday Weekly Abhishekam - Rs.100 per two persons.
3. Archana Rs.3
4. Harathi Re.1
5. Coconut varthana 0.50ps.
6. Arjita Cherupus are also accepted at the rates prescribed by the TTD.

KALYANA VENKATESWARASWAMY TEMPLE, NARAYANAVARAM.

	Rs.Ps.
Archana and Astotharam ..	3.00
Harathi ..	1.00
Coconut varthana ..	0.50
Sahasranamarchana ..	5.00
Poolangi (Thursday) ..	1.00
Abhishekanthara Darsanam (Friday) ..	1.00

SRI VEDANARAYANASWAMY TEMPLE, NAGALAPURAM.

Archana ..	2.00
Harathi ..	1.00



SRI VENKATESWARA SWAMY TEMPLE AND SRI CHANDRAMOULEESWARA SWAMI TEMPLE, ANDHRA ASHRAMAM, RISHIKESH, (U.P).

		Sri Venkates- wara Swami Temple	Sri Chandramou- leeswara Swami Temple
		Rs.Ps.	Rs.Ps.
General:			
Archana	per ticket	2.00	1.00
Harathi	"	0.50	0.50
Sahasranamarchana	"	5.00	5.00
Tomalantara darshan	"	5.00	-
Coconut Varthana	"	0.25	0.25
		Sri Rajya- lakshmi Temple	Sri Parvathi Temple
Archana	per ticket	1.00	1.00
Harati	"	0.50	0.50
Coconut Varthana	"	0.25	0.25
Food Offerings:			
Dadhyodanam	Full Thaliga		45.00
Pulihora	"		45.00
Pongali	"		60.00
Sweet Pongali	"		65.00

Note : A sum of Rs.3 towards Singamora has to be paid in addition to the arjitam rates for every food offering and half Thaliga could also be performed on its half rate payment.

Source : Sapthagiri, August 1984.



APPENDIX 3.6 : CONDITIONS FOR RESERVATION OF
ACCOMMODATION

1. Accommodation will be reserved at Tirupati on payment of requisite service charges atleast 10 days in advance.
2. The correct postal address and category of accommodation required should be clearly specified in the requisition accompanying demand draft or money order coupon. Alternative accommodation will be provided in case the required accommodation is not available.
3. The excess amount of service charges sent for one category of accommodation when adjusted to another category will be refunded.
4. The amount sent will be returned in case accommodation is not available on the day for which reservation is sought.
5. Reservation cards will be sent to the party soon after the amount is received. On arrival, the party should produce the reservation card at the respective enquiry office for allotment of accommodation. If the party fails to produce reservation card or money order receipt or cash receipt, his reservation will not be considered.
6. Day will be reckoned from 8.00 A.M. to 8.00 A.M. next day.



7. If the party does not turn up on the first day of reservation and turns up on the subsequent days of reservation, accommodation will be provided for the balance amount available to their credit for the subsequent days after deducting rent for the days not occupied.
8. However, the requests of the pilgrim parties to postpone the reservation period or to refund the amount will be considered only if such requisitions are received at least two days in advance to the day of reservation made.
9. Reservation will be for a maximum of two days and further extension will be considered depending on the availability of accommodation.
10. Requisition along with demand draft or money order or cash receipt should be addressed to the Reception Officer-I, TT.Devasthanams, Tirumala/Tirupati as the case may be. The demand draft or money order should be drawn/sent in favour of the concerned Reception Officer. No cheques will be accepted.
11. TTD reserves the right of reservation.
12. The TTD will not be responsible for any postal delay.

Source : Sapthagiri, July 1984.



APPENDIX 3.7 : DETAILS OF PAID AND FREE ACCOMMODATION AT TIRUMALA AND TIRUPATI AND THEIR RATES PER DAY DURING 1982-83.

S.No.	Name of the Cottage / Choultry	No. of Rooms	Service charges per day
			Rs.Ps.
I. AT TIRUMALA:			
	<u>Paid Accommodation:</u>		
1	TB Cottages (Inside)	20	50.00
	TB Cottages (Outside)	28	25.00
	TB Cottages (A Portion)	14	10.00
	TB Cottages (B Portion)	24	10.00
	TB III Row Cottages	16	30.00
2	NGC Cottages	14	40.00
	NGC	7	20.00
3	SMC Cottages	75	10.00
4	SNC Cottages	80	10.00
5	ANC Cottages	79	10.00
6	GNC Cottages	112	10.00
7	MB Cottages	15	20.00
	MBC - Row 16	1	30.00
8	VVCottages	7	30.00
	VV Cottage Row 8	1	20.00
9	ATC Cottages	43	20.00
	ATC No.39 / Ruia Cottage	31	10.00
10	PP Cottages	36	10.00
11	HVC & HVD Cottage Suits	160	10.00



Contd...

S.No.	Name of the Cottage/Choultry	No. of Rooms	Service charges per day
			Rs.Ps.
12	Big Suits in SV Guest House	4	50.00
	Corner Suits in "	6	40.00
	Small Suits in "	22	35.00
13	Big suits in SP Guest House	2	750.00
14	Small suits in SP Guest House	4	150.00
		<u>801</u>	

Marriage Halls:

1	Ruia Cottage	1	80.00
2	Gogineni Cottage	1	80.00
3	CC Cottage 40	1	100.00
4	SMC East No.9	1	50.00
5	ATC No.139	1	80.00
6	SP Entrance General Hall	1	2,000.00
		<u>6</u>	

Free Accommodation:

1	I Choultry	210	-
2	II Choultry	172	-
3	III Choultry	280	
		<u>662</u>	

contd...



Contd...

S.No.	Name of the Cottage/Choultry	No. of Rooms	Service charges per day Rs.Ps.
II. AT TIRUPATI			
<u>Paid Accommodation:</u>			
1	Srinivasa Choultry (I Choultry)	88	-
	Furnished Rooms with two beds	30	20.00
	" with four beds	18	25.00
	" with one bed	40	15.00
2	SV Guest House	18	20.00
3	SP Guest House	12	-
	Furnished Rooms with two beds (A/c.)	10	40.00
	" with one bed (A/c.)	2	30.00
		218	
<u>Marriage Halls:</u>			
1	Sri Govindaraja Swamy Kalyanamandapam	1	
2	Sri Sitarama Kalyanamandapam	1	
3	Marriage halls in Sri Kothandarama Swamy Choultry	1	
		3	
<u>Free Accommodation:</u>			
1	Srinivasa Choultry (I Choultry)	44	-
2	Sri Govindarajaswamy Choultry (II)	233	-
3	Sri Kodandaramaswamy Choultry (III) (with attached bath rooms and latrines without furniture)	229	
		506	

Source : Office of the Executive Officer, TTD.



CHAPTER 4

TRENDS IN EXPENDITURE

The effectiveness of any organisation in accomplishing its objectives is dependent among other things, on the availability of adequate financial resources and how efficiently they are employed. The purpose for which and the way in which the income is utilised influence the effective functioning of any administration. The TTD is no exception to this. Hence, an attempt is made in this Chapter to review the expenditure pattern of the TTD and to analyse the structure, pattern and magnitude of major items of expenditure during a period of 10 years beginning from 1973-74 to 1982-83. The study of expenditure pattern of the administration throws light on the variety of its activities and indicates the interest evinced by the devasthanams in promoting and helping charitable causes and social purposes. The purpose and pattern of expenditure of the TTD are governed by the provisions of the TTD Act 1979.



The total expenditure of the TTD is maintained under two heads - revenue expenditure and capital expenditure. The revenue expenditure covers the items which are of a recurring nature like the expenditure on establishment, maintenance and renovation of temples, expenditure on pilgrim conveniences like shelter, food, sanitation, medical aid, water supply, expenditure on poor home for the disabled, orphanage (Balamandir) for the destitutes, hospitals, leprosy home, expenditure on education, propagation of Hindu religion, etc. The capital expenditure refers to the payments which are made for the creation and acquisition of fixed assets, construction of choultries, buildings and other engineering works. Index numbers were calculated for the data in the tables to make the time series analysis more meaningful. The year 1973-74 was taken as base year. In case data was not available for the year 1973-74 for any particular item, the year from which the data was available for the relevant variable was taken as base year.



TTD, the biggest Hindu religious institution in India provides accommodation to thousands of pilgrims of different classes visiting Sri Tirumala Temple every day. It has been spending lot of money for providing amenities to the pilgrims such as food, water supply, health and sanitation and for the worship and decoration of the deity with ornaments. The TTD contributes significantly to the cause of education and relieving the sufferings of the sick and destitutes. The magnitude of the operations of the TTD can be seen in the vast sums of money it spends on diverse causes.

The Financial Adviser and Chief Accounts Officer (FA & CAO) who is administratively subordinate to the Executive Officer is responsible for keeping regular accounts of all receipts and disbursements for each financial year. He has to draw up a scheme for getting all the bills and expenditure in all the institutions and temples of the TTD audited and put up to the Management Committee for its approval. He functions as the Pay and Accounts Officer and Cheque Drawing



and Disbursing Officer of the TTD. He is responsible for the preparation of the annual budget and for ensuring that the appropriations under each head are spent properly. Under the new accounting system, which was introduced in the year 1974¹, the FA & CAO is consulted on all matters regarding the expenditure for the TTD and on all matters of policy involving finances like work bills, contracts, investments in banks, etc. The independent units are allotted certain amounts to spend annually basing on the budget figures sanctioned by the competent authority. Accordingly, the banks are advised to transfer the amounts sanctioned to the accounts of independent units.

REVENUE PAYMENTS

The items of revenue expenditure are of the following nature: (1) the maintenance and management of the temples and conduct of religious rituals, functions and festivals in temples, (2) the expenditure on the establishment charges (salaries and wages), (3) the

1. Please see Chapter 3 for details.



propagation of the religious tenets of the TTD by way of printing and publication of books on religion and make them available at concessional prices, (4) the propagation, promotion and popularisation of study of Vedas, Hindu religion, philosophy of sastras, Indian languages including Sanskrit, sculpture, architecture and epigraphy, (5) the maintenance and administration of the educational and other charitable institutions, (6) the maintenance of hospitals and dispensaries for the relief of the employees and the pilgrims visiting the temples, (7) the training of archakas to perform the religious worship in TTD temples and the training of adhyapakas and vedaparayanikas, and (8) any other religious or charitable purpose connected with the TTD.

It is clear that the TTD administration is responsible not only for the maintenance of the institutions which are under its control but also for undertaking new services which extend the scope of pilgrim satisfaction and fulfil the religious, charitable and educational purposes.



Table 4.1 indicates the consolidated revenue and capital payments of all institutions of the TTD (Group A to G) during 1973-74 to 1982-83. The total payments rose from Rs.918.46 lakhs during 1973-74 to Rs.2,801.20 lakhs in 1982-83 representing an increase of about 204 per cent with an average rise of 20.40 per cent per annum. Of all the groups of institutions, Engineering Division of Group-E ranked first in incurring expenditure. The expenditure of this group constituted about 36.08 per cent of the total expenditure of the TTD followed by the General Administration Department (22.79 per cent) and Sri Tirumala Temple (16.90 per cent).

Table 4.2 presents the total revenue payments of all the TTD institutions during the period 1973-74 to 1982-83. The revenue expenditure of the TTD increased by 128 per cent during the period under study indicating an average growth rate of 12.80 per cent per annum. The revenue expenditure had registered a phenomenal increase from Rs.702.76 lakhs in 1973-74 to Rs.1,605.46 lakhs during 1982-83. Sri Tirumala Temple



TABLE 4.1 : CONSOLIDATED REVENUE AND CAPITAL PAYMENTS OF ALL INSTITUTIONS OF THE TMD (GROUP A TO G)
DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	GROUP-A Sri Tirumala Temple	GROUP-S Other Temples	GROUP-C Service Departments for Temples	GROUP-D Service Departments for Pilgrims	GROUP-E Engineering Division	GROUP-F General Administration	GROUP-G Educational Institutions	Total
1973-74	262.10 (100.00)	21.13 (100.00)	11.61 (100.00)	152.55 (100.00)	16.04 (100.00)	372.25 (100.00)	82.78 (100.00)	918.46 (100.00)
1974-75	177.92 (67.88)	14.37 (68.00)	11.62 (100.00)	80.48 (52.75)	22.97 (143.20)	227.37 (61.07)	74.25 (89.69)	608.98 (66.30)
1975-76	178.93 (68.26)	19.42 (91.90)	14.54 (125.23)	116.97 (76.67)	55.28 (344.63)	235.49 (63.26)	83.90 (101.35)	704.45 (76.69)
1976-77	173.18 (66.07)	18.38 (86.98)	14.97 (128.94)	95.77 (62.77)	168.35 (1,049.56)	135.78 (36.47)	87.60 (105.82)	694.03 (75.56)
1977-78	213.27 (81.36)	24.48 (115.85)	18.20 (156.76)	121.20 (79.44)	183.58 (1,144.51)	169.92 (45.64)	100.23 (121.07)	830.88 (90.46)
1978-79	246.98 (94.23)	25.99 (123.00)	19.68 (163.50)	126.87 (83.16)	296.31 (1,847.31)	122.20 (32.82)	104.47 (126.20)	942.50 (102.61)
1979-80	353.98 (135.05)	31.29 (148.08)	24.25 (208.87)	358.13 (234.76)	431.37 (2,689.33)	208.91 (56.12)	125.89 (152.07)	1,406.95 (153.18)
1980-81	382.69 (146.00)	35.21 (166.63)	42.66 (367.44)	294.59 (193.10)	540.79 (3,371.50)	316.45 (85.01)	151.66 (183.20)	1,764.34 (192.09)
1981-82	488.09 (186.22)	39.12 (185.13)	68.50 (590.00)	378.75 (248.27)	794.93 (4,955.92)	348.76 (93.68)	171.71 (206.77)	2,289.86 (249.31)
1982-83	473.68 (180.72)	51.67 (244.53)	56.85 (489.66)	355.55 (233.07)	1,010.91 (6,302.43)	638.48 (171.51)	214.06 (258.58)	2,801.20 (304.98)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the TMD.



TABLE 4.2 : REVENUE PAYMENTS OF ALL INSTITUTIONS OF THE TTD (GROUP-A TO G) DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	GROUP-A Sri Tirumala Temple	GROUP-B Other Temples	GROUP-C Service Departments for Temples	GROUP-D Service Departments for Pilgrims	GROUP-E Engineering Division	GROUP-F General Administration	GROUP-G Educational Institutions	Total
1973-74	235.18 (100.00)	21.13 (100.00)	10.95 (100.00)	87.05 (100.00)	16.04 (100.00)	260.73 (100.00)	71.68 (100.00)	702.76 (100.00)
1974-75	174.31 (74.11)	14.37 (68.00)	10.79 (100.36)	73.70 (84.66)	22.97 (143.20)	182.93 (70.16)	70.96 (98.99)	550.23 (78.29)
1975-76	174.18 (74.06)	17.76 (84.05)	13.00 (118.72)	92.27 (105.99)	30.16 (188.02)	163.51 (62.71)	79.68 (111.16)	570.56 (81.18)
1976-77	172.99 (73.55)	18.27 (86.46)	14.65 (133.78)	94.89 (109.00)	92.29 (575.37)	132.61 (50.86)	86.80 (121.09)	612.50 (87.15)
1977-78	213.25 (90.67)	19.56 (92.56)	18.04 (164.74)	120.65 (138.59)	80.13 (499.56)	167.15 (64.10)	98.85 (137.90)	717.63 (102.11)
1978-79	246.94 (105.00)	20.86 (98.72)	19.64 (179.36)	124.62 (143.15)	95.59 (595.94)	94.37 (36.19)	99.03 (138.15)	701.05 (99.75)
1979-80	353.31 (150.22)	28.52 (134.97)	24.05 (219.63)	203.00 (233.19)	126.67 (789.71)	143.39 (54.99)	120.51 (168.12)	999.45 (142.21)
1980-81	381.73 (162.31)	32.06 (151.72)	42.14 (384.84)	225.95 (259.56)	144.29 (899.56)	209.55 (80.37)	147.54 (205.83)	1,183.26 (168.37)
1981-82	487.85 (207.43)	36.33 (171.93)	68.35 (624.20)	279.00 (320.50)	181.87 (1,133.85)	237.82 (91.21)	167.69 (233.94)	1,458.91 (207.59)
1982-83	472.96 (201.10)	44.70 (211.54)	54.36 (496.43)	293.65 (337.33)	254.42 (1,586.15)	279.43 (107.17)	205.94 (287.30)	1,605.46 (228.45)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.

of Group-A topped the list in incurring large expenditure comprising of nearly 29.45 per cent of the total revenue payments of TTD followed by Service Departments for pilgrims of Group-D (18.29 per cent). The revenue expenditure of Sri Tirumala Temple rose from Rs.235.18 lakhs in 1973-74 to Rs.472.96 lakhs during 1982-83 depicting an average rise of 10.10 per cent per annum. The revenue payments of the Service Departments for pilgrims had also shown a consistent increase during the period. It recorded more than three-fold increase.

As seen from Table 4.2, the General Administration Department and the Engineering Division ranked third and fourth in terms of revenue expenditure. The revenue expenditure of Group-F (General Administration Department) had a gradual decline from Rs.260.73 lakhs in 1973-74 to Rs.94.37 lakhs in 1978-79 and thereafter, there was a steady rise to Rs.279.43 lakhs during 1982-83. The revenue expenditure of the Engineering Division of Group-E had gradually gone by 15-fold increase during the period 1973-74 to 1982-83. The other



significant item incurring a large amount of expenditure was the Education Department. The TTD set up many educational institutions out of its own funds. At present, there are about 24 educational and charitable institutions under the control and supervision of the TTD¹. The revenue expenditure of educational institutions had risen by 187 per cent between 1973-74 and 1982-83 representing an average increase of nearly 18.70 per cent per annum. The revenue expenditure of the Group-B (other temples) and Group-C (Service Departments for Temples) had leaped significantly during the selected period. It may be noted that in the case of all establishments of the TTD, pay and allowances accounted a large share of the revenue expenditure.

The details regarding revenue payments of other temples (Group-B) are presented in Table 4.3. There are eight temples under the management of the TTD. The revenue expenditure of this group rose by 111 per cent during the period 1973-74 to 1982-83, with an annual average increase of 11.10 per cent. Among all the

1. Please see Chapter 3 for details.



TABLE 4.3 : REVENUE PAYMENTS OF OTHER TEMPLES DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	Sri Govinda- rajaswamy Temple, Tirupati	Sri Padmavathi Annavari Temple, Tiruchanoor	Sri Kodanda- ramaswamy Temple, Tirupati	Sri Kapiles- waraswamy Temple, Tirupati	Sri Venkates- waraswamy Temple, Mangapuram	Sri Kalyana Venkateswara swamy Temple, Narayanavaram	Sri Vedanara- yanaswamy Temple, Nagalapuram	Anāra Ashram, Rishikesh	Total
1973-74	5.50 (100.00)	3.25 (100.00)	1.70 (100.00)	2.10 (100.00)	1.63 (100.00)	3.00 (100.00)	2.05 (100.00)	1.90 (100.00)	21.13 (100.00)
1974-75	3.60 (65.45)	2.75 (84.61)	0.92 (54.11)	1.70 (80.75)	1.20 (73.61)	1.80 (60.00)	1.14 (55.60)	1.26 (66.31)	14.37 (68.00)
1975-76	4.42 (80.36)	3.25 (100.00)	1.31 (77.05)	1.65 (78.57)	1.47 (90.18)	2.33 (77.66)	1.18 (57.56)	2.15 (113.15)	17.76 (84.05)
1978-79	4.80 (87.27)	3.47 (106.76)	1.44 (84.70)	1.62 (77.14)	1.38 (84.66)	2.31 (77.00)	1.12 (54.63)	2.13 (112.10)	18.27 (86.46)
1979-80	5.00 (90.90)	3.49 (107.38)	1.55 (91.17)	1.65 (78.57)	1.40 (85.88)	2.32 (77.33)	1.44 (70.24)	2.71 (142.63)	19.56 (92.56)
1980-81	5.11 (92.90)	4.20 (129.23)	1.84 (108.23)	1.74 (82.85)	1.44 (88.34)	1.66 (55.33)	1.16 (56.58)	3.71 (195.26)	20.86 (98.72)
1981-82	8.20 (149.09)	4.72 (145.23)	2.14 (125.83)	2.67 (127.14)	2.00 (122.69)	1.99 (66.33)	1.71 (83.41)	5.09 (267.89)	28.52 (134.97)
1982-83	9.85 (160.90)	5.02 (154.46)	2.43 (142.94)	2.65 (126.19)	2.50 (153.37)	2.46 (82.00)	1.62 (79.02)	6.53 (343.68)	32.06 (151.72)
	9.89 (179.81)	6.00 (184.61)	2.79 (164.11)	3.12 (148.57)	3.15 (193.25)	3.09 (103.00)	1.95 (95.12)	6.34 (333.68)	36.33 (171.93)
	12.46 (226.54)	7.01 (215.69)	3.46 (203.52)	4.56 (217.14)	4.03 (247.23)	3.51 (117.00)	2.67 (130.24)	7.00 (368.42)	44.70 (211.54)

Note : Figures in parenthesis indicate the index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.

temples, Sri Govindarajaswamy Temple of Tirupati incurred a large amount of expenditure of about 27.87 per cent of expenditure of all temples during 1982-83 followed by Sri Padmavathi Ammavari Temple of Tiruchanoor (15.68 per cent). The expenditure of Govindarajaswamy Temple steadily increased by 126 per cent during the study period. Andhra Ashram at Rishikesh incurred revenue expenditure of Rs.7 lakhs in 1982-83 which was about 268 per cent more over the expenditure during 1973-74. The increase in the revenue expenditure of the remaining temples was erratic during the selected period. The rise of the expenditure of this group was due to increased burden of administrative expenditure and rise of the cost of provisions for conducting rituals and other sevas in temples.

REVENUE EXPENDITURE OF SOME IMPORTANT ITEMS

Dittam

Table 4.4 furnishes the expenditure of some important items of Sri Tirumala Temple and other



TABLE 4.4 : EXPENDITURE OF SOME ITEMS OF GROUP A & B
DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	SRI TIRUMALA TEMPLE				OTHER TEMPLES
	Dittam	Arjitam	Archaka Mirasi Payments	Proktam	Dittam
1973-74	11.31 (100.00)	50.41 (100.00)	0.05 (100.00)	108.34 (100.00)	7.22 (100.00)
1974-75	14.81 (130.94)	91.87 (182.24)	0.66 (1,320.00)	57.49 (53.06)	7.26 (100.55)
1975-76	11.15 (98.58)	70.74 (140.32)	1.71 (3,420.00)	70.05 (64.65)	7.51 (104.01)
1976-77	11.59 (102.47)	69.17 (137.21)	0.88 (1,760.00)	71.71 (66.18)	7.93 (109.83)
1977-78	9.98 (88.24)	79.77 (158.24)	NA	101.63 (93.80)	7.65 (105.95)
1978-79	10.34 (91.42)	102.99 (204.30)	0.43 (860.00)	111.98 (103.35)	7.03 (97.36)
1979-80	12.29 (108.66)	108.56 (215.35)	11.50 (2,300.00)	183.26 (169.15)	8.29 (114.81)
1980-81	15.34 (135.63)	129.43 (256.75)	4.60 (9,200.00)	185.49 (171.21)	9.72 (134.62)
1981-82	17.68 (156.32)	155.30 (308.07)	5.12 (10,240.00)	254.18 (234.61)	11.45 (158.58)
1982-83	20.00 (176.83)	120.00 (238.04)	7.50 (15,000.00)	250.00 (230.75)	12.85 (177.97)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

NA : Not available.

Source : Compiled from the Reports of the TTD.



temples. Dittam is the expenditure to be incurred on the articles and other requirements of worship in connection with the performance of various pujas and religious ceremonies¹. The expenditure of Dittam in Sri Vari Temple went up by 76 per cent during the period 1973-74 to 1982-83 with an average increase of 7.60 per cent per year. There was a considerable reduction in the expenditure of Dittam between 1975-76 and 1979-80 due to the reduction in the cost of requirements. The expenditure had again registered a slight rise since the year 1980-81.

The Dittam in Tirumala Temple for conducting different sevas and rituals was approved by the administration in the year 1950 and the same was being followed even now. The Management Committee of TTD would fix Dittam for the temples.

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1. The daily worship is governed by the Nitya Dittam and the annual worship is by Varsha Dittam. There are other types of worship like Vara Dittam, Paksha Dittam and Nakshatra Dittam.



Arjitam

Arjitam¹ expenditure is the amount incurred to supply the services in the temple to the pilgrims in the performance of utsavams and worships. As seen from Table 4.4, the expenditure on arjitam has recorded an abrupt rise in 1974-75 over its preceding year by about 82 per cent and there had been wide variations in the subsequent years and it had touched about Rs.120 lakhs in 1982-83. There was about 138 per cent of increase during the selected period.

Archaka Mirasi Payments

There are about ten different types of hereditary servants² who are performing different sevas in

1. Arjitam is the scale of expenditure to be incurred on the schedule of articles required for the performance of various utsavams like Kalyanotsavam, Vasanthotsavam, Tiruppavada, Amantranotsavam, Vahana Sevas, etc.
2. Hereditary servant means a servant of the TTD whose service is hereditary and whose duties are related mainly to the performance of puja, rituals and other services to the deity and in recitation of Mantras, Vedas, Prabhandas, Agamas, Tevarams and similar other invocations to the Lord.

Types of Hereditary Servants : Archakatvam Mirasi, Gamekars, Ramaswamy Pasika, Acharya Purushas Purohitam, Tallapakam, Purohita Samavedhavadyar and Jeeyangars.



Sri Vari Temple at Tirumala and other temples of the TTD. The hereditary archaka mirasidars were being paid their share in arjitam receipts under a compromise between the TTD and mirasidars which was effected in the year 1979-80. Table 4.4 reveals that the payments made to the archaka mirasidars during 1982-83 were Rs.7.50 lakhs as against Rs.0.05 lakhs in 1973-74. There was an abnormal increase of the payments of nearly Rs.11.50 lakhs to archakas in 1979-80 and started declining in the subsequent years. This was due to the payment of arrears and other dues to mirasidars in 1979-80. The compromise effected in favour of the TTD administration had resulted in reducing the payments to archaka mirasidars¹ in the following years.

Proktam²

The Potu is one of the main sections of Sri

1. An agreement was reached between the TTD and the archaka mirasidars - vide Resolution No.5832, dt.8.4.1979 of the Board of Trustees.
2. Proktam is the amount of expenditure incurred for the preparation of panyarams and prasadams like Laddu, Vada and Appam. The proktam prasadams (Laddu, Vada and Appam) are prepared by the Gamekars (archaka mirasidars). There are about 160 cooks (Gamekars) who use to work round the clock in the preparation of prasadams in 15 chambers of the kitchen at Tirumala.



Vari Temple at Tirumala where prasadam are prepared for offering to the Lord and for distribution to the pilgrims. Table 4.4 indicates the expenditure on proktam which had steadily reduced from Rs.108.34 lakhs in 1973-74 to Rs.71.71 lakhs during 1976-77. Since 1977-78, there had been a continuous rise in the expenditure on proktam in the subsequent years under study. This was due to the increase of cost of provisions like sugar, ghee, saffron, almond seeds, cardomoms, cashew-nuts and sugar candy that were used in the preparation of prasadam. The table also shows the dittam expenditure of other temples (Group-B). There had been marginal rise in the expenditure of dittam of other temples during the selected period. The expenditure had gone up by 78 per cent during the period 1973-74 to 1982-83 representing an average increase of 7.80 per cent per annum.

SERVICE DEPARTMENTS FOR TEMPLES

There are about three departments under Group-C. They are Dairy, Garden and Forest Departments. As seen from Table 4.5, the total expenditure of the



TABLE 4.5 : REVENUE PAYMENTS OF SERVICE
DEPARTMENTS FOR TEMPLES DURING
1973-74 TO 1982-83

(Rupees in Lakhs)

Years	UNIT CODE NOS.			Total
	365	366	367	
	SV Dairy Farm	Garden Department	Forest Department	
1973-74	4.35 (100.00)	3.71 (100.00)	2.89 (100.00)	10.95 (100.00)
1974-75	3.52 (80.91)	3.25 (87.60)	4.22 (146.02)	10.99 (100.00)
1975-76	5.10 (117.24)	3.93 (105.92)	3.97 (137.37)	13.00 (118.72)
1976-77	4.79 (110.11)	5.57 (150.13)	4.29 (148.44)	14.65 (133.78)
1977-78	5.41 (124.36)	7.40 (199.46)	5.23 (180.96)	18.04 (164.74)
1978-79	6.12 (140.68)	8.89 (239.62)	4.63 (160.20)	19.64 (179.36)
1979-80	7.83 (180.00)	10.34 (278.70)	5.88 (203.46)	24.05 (219.63)
1980-81	9.27 (213.10)	15.64 (421.56)	17.23 (596.19)	42.14 (384.84)
1981-82	11.99 (275.63)	16.37 (441.23)	39.99 (1,383.73)	68.35 (624.20)
1982-83	5.58 (128.27)	8.67 (233.69)	40.11 (1,387.88)	54.36 (496.43)

Note : Figures in Parenthesis indicate
index numbers with 1973-74 as
the base year (100).

Source : Compiled from the Annual Reports
of the TTD.



establishments in Group-C had increased by 396 per cent during the period 1973-74 to 1982-83 showing an average rise of 39.60 per cent per year. However, the revenue expenditure of this group had declined from Rs.68.35 lakhs in 1981-82 to Rs.54.36 lakhs in the succeeding year.

S.V.Dairy Farm

The S.V.Dairy Farm was established to maintain animals like elephants, horses, bulls, etc., to add pomp and splendour at the processions of the deities of several temples of the TTD at Tirumala and Tirupati. This farm was also intended to meet the requirements of milk in the TTD temples. It is revealed from Table 4.5 that the revenue expenditure of the Dairy Farm had a continual increase from Rs.4.35 lakhs in 1973-74 to Rs.11.99 lakhs during 1981-82 and had a sharp decline in 1982-83 to Rs.5.58 lakhs. During the first nine years of the study, the expenditure had gone up by an average increase of 19 per cent per year. This was due to the increase in the cost of feeding charges in the dairy farm. In 1982-83, the



revenue expenditure of the dairy farm declined because old and unproductive cattle were disposed of in public auction. The dairy farm is at present being run on most modern lines with cross-breeding of cows and piped music during milking hours.

Garden Department

The TTD Garden Department is maintaining nearly about six flower and 15 ornamental gardens¹ in about 147 acres of land to supply flowers to various temples at Tirumala and Tirupati. The department is able to meet about 95 per cent of the flower requirements of the TTD temples. Tirumala is a beautiful spot with several ornamental gardens². Laying of five acres of ornamental garden was completed in front of the administrative building of the TTD at Tirupati. Besides,

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1. The details of gardens of the TTD are given in Appendix 4.1.
 2. The Garden Department was proved to be the best in the maintenance of landscaping and in the maintenance of lawns and gardens. Many distinguished visitors had praised the work of the Garden Department. It has participated in flower show arranged in New Delhi and won the Challenge Cup in the state competitions at all India level held in February 1981.



the work of laying out lawns and a garden at Padmavathi Guest House in Tirupati was also completed. The expenditure on the maintenance of the garden department rose from Rs.3.71 lakhs in 1973-74 to Rs.16.37 lakhs in 1981-82 presenting an average increase of 37.88 per cent per annum in a period of nine years (Table 4.5). It had a perceptible decline during 1982-83 to Rs.8.67 lakhs indicating a decline of 98 per cent over its preceding year. This could be attributed to the reduction of maintenance expenditure during the year. It was noticed that the administration was trying to reduce the expenditure of Garden Department without disturbing the development of flower and ornamental gardens.

Forest Department

The TTD owns forest land to an extent of about 10 Km. radius around Tirumala Temple. The Forest Department would meet partially fuel and sandalwood requirements of the temples. The hill area of 15.40 hectares in Kakulathippa is taken up under the afforestation scheme. It can be seen from Table 4.5 that there had been marginal variations in the expenditure



of this department from 1973-74 to 1979-80 and thereafter, there was a steep increase in the subsequent years. It was about three-fold rise between 1980-81 and 1982-83. The expenditure of the Forest Department grew considerably because of taking up afforestation scheme by the administration. The TTD has plans for green covering of the TTD forest area and the hill slopes over and near Tirupati town at a cost of Rs.500 lakhs spread over a period of 10 years. This bio-aesthetic plan¹ was approved by the Government of Andhra Pradesh and steps were taken to implement the scheme in 1980-81. This project aims at creating spiritual atmosphere in the sacred hills where rishis and sages once did their penance.

SERVICE DEPARTMENTS FOR PILGRIMS

There are about 19 establishments in the Service Departments for pilgrims of Group-D. As seen

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1. The bio-aesthetic plan is expected to beautify the entire TTD area surrounding the main temple by planting ornamental, flowering, shade bearing and fruit yielding trees. The slopes over looking Tirupati town would also be planted to reduce the radiation of heat from the hill slopes. Under the plan, it was proposed to create 33 vanams, four thapovanams and a library, perhaps first of its kind in the world with texts and commentaries on Vedas, Upanishads, Bhagavadgita and the like.



from Table 4.6, the revenue expenditure of this group had increased from Rs.87.05 lakhs in 1973-74 to Rs.293.65 lakhs in 1983-84 indicating an average rise of 23.70 per cent per annum.

Choultries and Cottages (Tirumala and Tirupati)

Table 4.6 depicts the break-up of the revenue expenditure among various departments of Group-D. The choultries, cottages and other guest houses at Tirumala are under the supervision of the Reception Officer I and II. The main responsibility of the administration is to provide proper accommodation to the pilgrims visiting Tirumala. The expenditure of the establishment of reception counters i.e., Reception Officer I and II had steadily increased from a modest amount of about Rs.24.42 lakhs in 1973-74 to Rs.75.75 lakhs in 1982-83 representing an average increase of 21 per cent a year. A major portion of revenue expenditure was incurred on the establishment, water supply, electricity and attending on repair works, etc.

The Reception Officer, Tirupati, is in charge of the accommodation at Tirupati. Under his charge,



TABLE 4.6 : REVENUE PAYMENTS OF SERVICE DEPARTMENTS FOR PILGRIMS DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	UNIT CODE NUMBERS										
	352	352	353	355	356	358	362	363	364	368	
	Reception Officer I and II Tirumala	Reception Officer III Tirumala	Museums	Reception Officer, Tirupati	Vigilance Guard Officer	Informa- tion Centres	Press	Canteens, Tirumala	Canteens, Tirupati	Health Office, Tirumala	
1	2	3	4	5	6	7	8	9	10	11	
1973-74	24.42 (100.00)	-	-	11.40 (100.00)	2.10 (100.00)	5.95 (100.00)	7.63 (100.00)	10.58 (100.00)	3.92 (100.00)	11.74 (100.00)	
1974-75	19.03 (77.92)	-	-	8.68 (76.14)	2.71 (129.04)	2.21 (31.79)	7.99 (104.71)	10.42 (98.48)	2.40 (61.22)	10.05 (85.60)	
1975-76	25.30 (103.60)	-	-	10.99 (96.40)	4.34 (206.66)	2.46 (35.39)	9.84 (128.96)	12.52 (118.33)	3.10 (79.08)	7.51 (63.96)	
1976-77	28.63 (117.23)	-	-	9.44 (82.80)	6.45 (307.14)	2.29 (32.94)	14.73 (193.05)	8.02 (75.80)	4.12 (105.10)	10.21 (86.96)	
1977-78	35.74 (146.35)	-	-	6.61 (57.98)	7.47 (355.71)	3.19 (45.89)	12.38 (162.25)	8.88 (83.93)	5.79 (147.70)	26.72 (227.59)	
1978-79	34.83 (142.62)	-	-	7.02 (61.57)	7.10 (338.09)	3.48 (48.92)	13.87 (181.78)	9.58 (90.54)	5.41 (138.01)	25.25 (215.07)	
1979-80	51.14 (203.41)	-	2.76 (100.00)	9.26 (81.22)	10.24 (487.61)	7.12 (102.44)	36.71 (481.12)	15.53 (146.78)	8.23 (203.94)	29.24 (249.06)	
1980-81	64.97 (266.05)	-	1.57 (165.57)	11.18 (98.07)	11.98 (570.47)	9.68 (139.28)	30.34 (397.64)	45.67 (431.66)	10.85 (276.78)	NA	
1981-82	65.09 (266.54)	-	NA	16.73 (146.75)	12.30 (585.71)	12.73 (183.16)	33.44 (438.26)	90.12 (851.79)	13.07 (333.41)	NA	
1982-83	75.75 (310.19)	-	3.67 (132.97)	15.09 (132.36)	13.40 (638.09)	14.63 (210.50)	41.10 (538.66)	66.11 (624.85)	13.62 (347.44)	NA	

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UNIT CODE NUMBERS

-	2.96	-	-
	(100.00)		
-	3.27	-	-
	(110.47)		
-	4.45	-	-
	(150.33)		
-	3.67	0.35	13.70
	(123.98)	(100.00)	(100.00)
-	5.87	0.26	14.45
	(198.31)	(74.28)	(105.47)
-	5.41	NA	26.88
	(182.77)	NA	(196.20)
-	3.54	NA	
	(119.59)	NA	
0.42	3.90		
(100.00)	(131.75)		
4.45	0.78	0.29	
(1,059.52)	(26.35)	(82.35)	
5.54	1.24	0.50	
(1,319.04)	(41.89)	(142.85)	

NA : Not Available

Source : Compiled from the Annual Reports of the TTD.

there are three big choultries and two guest houses which are available for paid and free accommodation. There had been erratic variations in the revenue expenditure of the Reception Officer, Tirupati, upto the year 1977-78 and thereafter, it had a steady increase till 1981-82 but came down slightly in the succeeding year by about 14 per cent (Table 4.6). This was due to the fluctuations in the expenditure on the maintenance of choultries, water supply, electricity and other miscellaneous works during the years of study.

The TTD set up two museums during the year 1979-80 - one at Katcheri Nammalwar Temple in Tirupati and the other in Thousand Pillar Mandiram opposite to Sri Vari Temple at Tirumala. The main objective of the museums is to exhibit the temple lore and temple art for explaining the grandeur of Lord Venkateswara. Various antiquities, sculptures, wood carvings, bronzes, musical instruments, arms, coins from the TTD treasury were collected and kept in the museums. As seen from Table 4.6, the revenue expenditure of



the museums increased by 65 per cent in 1980-81 over its preceding year. This was due to the increase of establishment and maintenance charges. During 1982-83, the revenue expenditure on museums was about Rs.3.67 lakhs. The TTD museum at Tirupati, first of its kind in India was developed with new additions and attractions¹.

1. Following are the attractions of the museum: Srinivasa Kalyanam, a full fledged show with 51 dolls was organised in a portion of spacious hall inside the museum. An art gallery with miscellaneous art and paintings were placed in the second half of the hall. An audio-system was introduced so that visitors to the museum could hear devotional songs throughout the journey. A garden was also developed at Tirupati museum. A generator and fire extinguishers were installed. There are about 1,400 exhibits at the museum while about 1,100 exhibits at the antique museum in front of Tirumala Temple on the hills. There was no duplication of exhibits. The five ton gaint statue of Govindarajaswamy lying at Manchneela Gunta is proposed to be shifted and placed at the pedestal built at Gandhi Road gate of the museum. There is a proposal to shift the antique museum of Tirumala to the Museum of Temple Arts at Tirupati. Both the museums are kept open from 8 A.M. to 8 P.M. throughout the week except Wednesdays. Organised school and college student parties with prior arrangement are admitted free. There are three guides at each museum to explain the visitors who are interested to know the details of the exhibits. About 300 to 400 persons were visiting the museum at Tirupati every day and almost the same was the number of visitors for Tirumala museum. It was noticed that mostly people from Karnataka, West Bengal and North were visiting the museums.

Officer incharge, Museums, TTD.



Vigilance Department

The functions of the Vigilance Department are mainly to provide security to the valuable properties of the devasthanams and to safeguard the lives and properties of the pilgrims and also to help in the maintenance of law and order for the smooth functioning of the activities of the TTD. The staff of the Vigilance Department are posted at various places in Tirumala including on the footpath to safeguard the pilgrims visiting by walk. This department is also entrusted with the work of collecting toll gate receipts. As seen from Table 4.6, the expenditure of this department varied between Rs.2.10 lakhs in 1973-74 and Rs.13.40 lakhs during 1982-83 representing over six-fold increase during the period. The revenue payments of this department steadily increased during the period because of mass recruitment of security staff resulting an increase in the establishment charges.

Information Centres

The TTD information centres located at 21



places¹ all over India play a vital role in providing information pertaining to the amenities available and various sevas performed in Sri Vari Temple and other particulars required by the pilgrims. The expenditure on the maintenance of the information centres went up by 110 per cent from 1973-74 to 1982-83 indicating an average rise of about 11 per cent per annum (Table 4.6). There had been a decline for about five years in the expenditure of these centres since 1974-75 over its preceding year with marginal fluctuations. However, since 1979-80, the expenditure rose steadily. The increase and decrease in the expenditure of information centres was usually depended on the activities and programmes arranged at the centres.

Press

The TTD press, a modern one, prints pamphlets, guide books, sthalapuranams, religious books, office forms, receipt books and other publications. The

1. Please see Chapter 3. for details



table depicts revenue expenditure of the press which had steadily increased from Rs.7.63 lakhs in 1973-74 to Rs.13.87 lakhs during 1978-79. In 1979-80, there was about more than two-fold rise in the expenditure over its preceding year and had small variations in the subsequent years. This was due to the introduction of two shift operation of the employees in composing and other sections of the press for coping up with the increased work. The revenue expenditure of the press also rose because of increase in the cost of ink and recasting and replacement of types, stationery and other allied items.

Canteens

There are about three canteens at Tirumala - one at Anjanadri Nagar, the second at Sri Venkateswara Guest House and the third is Central Canteen Complex opposite to Kalyanakatta. The revenue expenditure of canteens at Tirumala had an uneven increase and decrease from 1973-74 to 1979-80 (Table 4.6). There was about three-fold rise in the expenditure of canteens in 1980-81 over its preceding



year and about 100 per cent increase in the succeeding year. Again, a sharp decline was noticed in the expenditure of canteens in 1982-83 to the corresponding year 1981-82. The increase in the expenditure of canteens could be attributed to the rise in prices of provisions, vegetables and fuel, etc. The Central Canteen Complex constructed at a cost of Rs.50 lakhs at Tirumala in 1980 was largely contributing to the increase in revenue expenditure of canteens. Further, the TTD employees were being provided full meal at a concessional rate of Rs.1.25 in canteens. In this connection, it may be noted that the object of the administration is to serve the pilgrims in the best possible manner and to provide them hygienic food and sweets at cost price.

As seen from the table, the revenue expenditure of ^{the} canteen at Tirupati had an uneven rise during the selected period. It had increased from Rs.3.92 lakhs in 1973-74 to Rs.13.62 lakhs during 1982-83 presenting about 247 per cent increase with an annual average rise of 24.70 per cent. The rise was due to the gradual increase in the cost of provisions and rise in the



establishment charges. As already mentioned, the canteen run by the TTD at Tirupati was providing full meal to its employees at a concessional rate. This is said to be one of the welfare measures of the administration. Further, it is found that there has been severe competition for the TTD canteen from the private hotels at Tirupati.

Health and Sanitation

Health and sanitation receives considerable attention from the administration of the TTD. The administration is spending considerable amount of money for the maintenance of health and sanitation in its institutions both at Tirumala and Tirupati. The expenditure of the Health Office includes provision of sanitary facilities, medical aid and anti-malarial operations at the Tirumala hills. It is observed from the table that the revenue expenditure of Health Office rose from Rs.11.74 lakhs in 1973-74 to Rs.29.24 lakhs during 1979-80 indicating an increase of 149 per cent during the period of seven years with an average growth of 21.28 per cent a year. The



expenditure increased about more than two-fold in 1977-78 over its previous year. The increase of the expenditure was attributed for undertaking sanitary and anti-malaria activity on war footing when the prevalence of the epidemic was noticed during 1977-78.

Hospitals and Dispensaries

The TTD is obliged to run dispensaries for the benefit and service of multitude of pilgrims visiting Tirumala and Tirupati. The administration has established dispensaries and hospitals at important places in Tirumala and Tirupati mainly to provide free medical aid to the needy pilgrims and the devasthanam employees. Qualified doctors and trained staff are employed for the purpose.

The revenue expenditure of the dispensary at First New Choultry in Tirupati varied between Rs.1.97 lakhs in 1973-74 and Rs.14.68 lakhs in 1979-80 (Table 4.6). A two-fold increase in the expenditure was recorded in 1979-80 over its preceding year. The cost of medicines formed a major component of the revenue expenditure of hospitals. There was a



marginal variation in the revenue charges of Padma-vathi Ammavari Temple Dispensary of Tiruchanoor during the study period. The Tirumala hospital by name Aswini was constructed at Tirumala in 1980-81 with 30-bed capacity at a cost of Rs.20 lakhs with all the facilities for the benefit of pilgrims and the employees of TTD. The expenditure on the maintenance of Aswini Hospital had a phenomenal rise from Rs.0.42 lakhs in 1980-81 to Rs.4.45 lakhs in 1981-82 and to about Rs.5.54 lakhs in the succeeding year. This was because of the purchase of medicines, creation of miscellaneous facilities in the hospital.

It is revealed from the table that the cost of Employees' Dispensary at Tirumala, had a sharp decline during the period under study. During 1977-78, it rose by 98 per cent from 1973-74 and started declining steadily in the subsequent years. The TTD constructed a Central Hospital at Tirupati during 1980-81 for providing special medical, X-Ray and other facilities. The revenue expenditure of the Central Hospital had nearly two-fold increase during



the period from 1980-81 to 1982-83 indicating an average rise of 32 per cent per annum. This was due to abnormal expenditure on establishment and maintenance charges and rise in the cost of medicines and other miscellaneous things.

Table 4.7 presents the information about the number of patients treated in various dispensaries and hospitals of the TTD during the period 1974-75 to 1981-82. The total number of patients treated in TTD hospitals increased by 64 per cent from 1974-75 to 1981-82 representing an average rise of over eight per cent per annum. As the medical facilities were increased in TTD dispensaries, the number of patients going to the dispensaries had shown a significant rise over the years. The females outnumbered the male patients who obtained the treatment during the given period. Since 1980-81, there was a marginal decline in the total number of patients treated in TTD dispensaries. Aswini Hospital at Tirumala stood first in treating the largest number of patients among all the dispensaries of the TTD and it rose by about



TABLE 4.7 : PATIENTS TREATED IN VARIOUS HOSPITALS AND DISPENSARIES OF THE TTD DURING 1974-75 TO 1981-82

Year	Particulars	I MC Dispensary, Tirupati	NT Dispensary, Tirupati	PAT Dispensary, Tiruchanoor	Employees' Dispensary, Tirumala	Aswini Hospital, Tirumala	SPW College Health Centre, Tirupati	Ayurvedic Dispensary, Tirupati	SV Poor Home, Akkrampalli	Total
1974-75	Males	48,365	12,671	28,544	-	58,963	-	-	-	1,48,543
	Females	41,962	16,575	25,832	-	60,471	-	-	-	1,44,840
	Children	43,861	23,700	19,892	-	53,979	-	-	-	1,41,432
	TOTAL	1,34,188 (100.00)	52,946 (100.00)	74,268 (100.00)	-	1,73,413 (100.00)	-	-	-	1,34,815 (100.00)
1975-76	Males	52,890	14,012	30,189	-	66,096	417	-	2,747	1,66,352
	Females	43,404	17,649	27,533	-	68,396	3,498	-	1,019	1,61,497
	Children	45,508	23,355	22,438	-	67,385	-	-	81	1,60,767
	TOTAL	1,41,802 (105.67)	57,016 (107.68)	80,160 (107.93)	-	2,01,877 (116.41)	3,915 (100.00)	-	3,846 (100.00)	4,88,616 (112.37)
1976-77	Males	56,406	16,119	32,368	-	79,443	457	-	1,976	1,86,759
	Females	46,589	15,219	29,816	-	80,018	4,323	-	1,156	1,77,121
	Children	49,819	24,475	24,210	-	87,423	-	-	173	1,86,170
	TOTAL	1,52,814 (113.98)	55,813 (105.39)	86,394 (116.32)	-	2,46,884 (142.40)	4,780 (122.09)	-	3,305 (86.93)	5,50,050 (126.50)
1977-78	Males	70,180	19,362	30,652	-	88,016	231	11,570	1,972	2,10,690
	Females	54,504	19,616	28,451	-	91,808	5,624	5,430	991	1,90,994
	Children	47,702	25,461	22,108	-	1,08,164	-	1,021	152	2,05,587
	TOTAL	1,74,386 (129.95)	64,709 (122.21)	81,211 (109.35)	-	2,77,988 (160.30)	5,855 (149.55)	18,021 (100.00)	3,115 (80.77)	6,07,271 (139.66)
1978-79	Males	74,443	14,315	31,006	3,844	94,987	157	27,775	5,577	2,24,329
	Females	59,484	25,762	27,737	10,527	88,743	4,782	17,895	1,907	2,36,907
	Children	57,553	34,262	21,025	8,684	79,681	-	11,718	466	2,33,392
	TOTAL	1,91,480 (142.69)	74,339 (140.40)	79,768 (107.40)	23,125 (100.00)	2,83,414 (163.43)	4,739 (126.15)	57,388 (318.45)	7,950 (206.70)	6,94,628 (159.75)
1979-80	Males	70,355	22,196	30,148	13,843	89,406	175	28,675	5,247	2,60,044
	Females	67,420	27,060	28,210	11,780	79,695	6,282	18,473	2,490	2,61,410
	Children	49,533	35,114	21,037	20,579	99,888	12	6,516	532	2,43,211
	TOTAL	1,87,308 (139.58)	84,369 (159.34)	79,395 (106.90)	46,202 (129.52)	2,68,989 (155.17)	6,469 (165.23)	53,664 (297.78)	8,269 (215.00)	7,64,665 (175.85)
1980-81	Males	68,475	24,223	32,485	14,270	90,570	280	11,750	4,764	2,46,817
	Females	69,482	29,402	30,192	35,645	74,986	11,432	5,892	1,248	2,58,919
	Children	31,043	29,735	42,323	24,085	1,08,444	1,789	358	459	2,38,235
	TOTAL	1,69,000 (125.94)	83,000 (156.76)	1,05,000 (141.37)	74,500 (322.16)	2,74,000 (158.00)	13,500 (344.82)	18,000 (99.83)	7,471 (194.25)	7,43,971 (171.10)
1981-82	Males	67,871	-	33,422	15,471	91,470	1,340	13,672	4,964	2,28,210
	Females	68,321	-	38,871	36,545	76,471	12,475	7,430	2,570	2,22,683
	Children	36,478	-	38,129	23,607	1,13,541	390	1,369	441	2,13,955
	TOTAL	1,72,670 (128.67)	-	1,10,422 (148.68)	75,623 (327.01)	2,81,482 (162.11)	14,205 (362.83)	22,471 (124.69)	7,975 (207.35)	7,14,848 (164.40)

Note : Figures in parenthesis indicate index numbers with 1974-75 as the base year (100).

* The employees' dispensary was started during 1978-79.

SPW College Health Centre started functioning during the year 1975-76.

The SV Poor Home was taken over by the TTD on 1.4.1975 from the Government of Andhra Pradesh.

The Ayurvedic Hospital at Tirupati was started during 1977-78.

Source : Compiled from the Annual Reports of the TTD.



62 per cent during the period from 1974-75 to 1981-82. The First New Choultry Dispensary at Tirupati ranked next in treating the number of patients followed by Padmavathi Ammavari Temple of Tiruchanoor. Since Sri Venkateswara Poor Home is rendering medical aid to those who are suffering from leprosy, it is categorised under Group-G which consists of educational and charitable institutions. However, the data relating to the number of patients treated in S.V. Poor Home is shown in this table. The number of patients treated in the Poor Home had increased by 107 per cent during the period from 1975-76 to 1981-82. Out-patients from nearby places and other parts of the State would attend once a week on every Wednesday and receive treatment.

Publications

Propagation of religious thoughts through literature had been in vogue from times immemorial. The TTD rose to the occasion in view of the growing public demand for religious publications and formulated certain schemes which had been well received by the authors and readers as well. Under its own publication division,



the TTD brought out a good number of outstanding publications on religion, culture and philosophy. In recent years, the devasthanams geared up its activities to publish unpublished manuscripts by duly paying the authors to help them in getting their manuscripts published. The administration introduced a scheme called 'Financial Aid Scheme' under which the authors of various books were given an aid of Rs.7,500. This amount was two-thirds of cost of publication and the remaining balance should be met by the authors. The scheme helped the authors who were not financially sound to take up the publication activity of their works.

The Editorial Section is headed by an Editor (Telugu). There are four sub-editors - one for each of the four languages namely Tamil, Kannada, Hindi and English. As seen from Table 4.6, the revenue expenditure of editorial section had wide fluctuations during the selected period. There was a sudden rise of the expenditure under this head during 1979-80 over its preceding years and this was caused on account of the purchase of rare religious books,



financial assistance and compensation paid to the authors and purchase of copy rights for certain publications. Since 1980-81, the expenditure had not changed considerably in the rest of the period under study. During 1979-83, a number of religious and mythological books written by various authors were published under the devasthanams' financial assistance scheme. The details are furnished in Appendix 4.2.

ENGINEERING DIVISION

Table 4.8 presents the revenue payments of Engineering Division (Group-E). The Engineering Division of the TTD is one of the expanding departments of the administration. It looks after the construction of buildings, laying of roads, water supply and drainage schemes, maintenance and renovation works of temples, etc. The works were situated at different places including Tirumala and Tirupati. There are about six divisions and two sub-divisions under the Engineering Department which is headed by a Chief Engineer. The revenue charges of all the



TABLE 4.8 : REVENUE PAYMENTS OF ENGINEERING DIVISION DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	Executive Engineer-I, Tirumala	Executive Engineer-II, Tirupati	Executive Engineer-III, Tirupati	Executive Engineer-IV, Tirupati	Deputy Executive Engineer (Ele), Tirupati	Deputy Executive Engineer, DPM Stores, Tirupati	Executive Engineer-V, Tirumala	Executive Engineer-VI, Tirumala	Total
1973-74	7.69 (100.00)	8.35 (100.00)	-	-	-	-	-	-	16.04 (100.00)
1974-75	10.97 (142.65)	12.00 (143.71)	-	-	-	-	-	-	22.97 (143.20)
1975-76	12.16 (158.12)	18.00 (215.56)	-	-	-	-	-	-	30.16 (188.02)
1976-77	44.18 (574.51)	45.67 (546.94)	2.44 (100.00)	-	-	-	-	-	92.29 (575.37)
1977-78	24.10 (313.39)	24.34 (291.49)	4.60 (188.52)	0.73 (100.00)	26.36 (100.00)	-	-	-	80.13 (499.56)
1978-79	29.93 (389.20)	14.68 (175.80)	6.29 (257.78)	1.78 (243.83)	29.40 (111.53)	13.51 (100.00)	-	-	95.59 (595.94)
1979-80	33.30 (433.62)	20.04 (240.00)	7.74 (317.21)	4.09 (560.27)	46.36 (175.97)	15.14 (112.06)	-	-	126.67 (789.71)
1980-81	40.07 (521.06)	23.43 (280.57)	8.56 (350.81)	6.46 (884.93)	46.66 (177.01)	19.11 (141.45)	-	-	144.29 (899.56)
1981-82	44.64 (580.49)	31.93 (382.39)	6.86 (281.14)	6.49 (839.04)	56.81 (215.51)	24.25 (179.49)	10.89 (100.00)	-	181.87 (1133.85)
1982-83	32.84 (427.04)	28.01 (355.44)	16.53 (677.45)	8.75 (1,198.63)	83.52 (316.84)	30.59 (226.42)	50.85 (466.94)	3.33 (100.00)	254.42 (1,586.15)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the RTD.

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divisions of Engineering Department were largely establishment charges. A sharp increase in the expenditure was noticed in 1976-77 because of the mass recruitment of engineering personnel and revision of their pay scales. Of all the divisions of the Engineering Department, the division of Deputy Executive Engineer (Electrical) ranked first in incurring the expenditure which constituted about 32.82 per cent of the total revenue expenditure of Group-E followed by the division of Executive Engineer V of Tirumala (19.98 per cent) during 1982-83.

GENERAL ADMINISTRATION

The revenue expenditure of the General Administration Department of Group-F is indicated in Table 4.9. The Group-F includes Transport Department and Huzur Office. The total revenue payments of this group went up by seven per cent during the period from 1973-74 to 1982-83. The pay and allowances of the staff formed the major part of revenue payments of this group. Since 1979-80, the revenue payments of this group had shown considerable rise.



TABLE 4.9 : REVENUE PAYMENTS OF THE GENERAL
ADMINISTRATION DEPARTMENT
DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	UNIT CODE NOS.		Total
	361	390	
	Transport	Huzur Office	
1973-74	165.51 (100.00)	95.22 (100.00)	260.73 (100.00)
1974-75	134.99 (81.56)	47.94 (50.34)	182.93 (70.16)
1975-76	65.53 (39.59)	97.98 (102.89)	163.51 (62.71)
1976-77	22.38 (13.52)	110.23 (115.76)	132.61 (50.86)
1977-78	18.56 (11.21)	148.59 (156.04)	167.15 (64.10)
1978-79	21.68 (13.09)	72.69 (76.33)	94.37 (36.19)
1979-80	34.77 (21.00)	108.62 (114.07)	143.39 (54.99)
1980-81	63.33 (38.26)	146.22 (153.56)	209.55 (80.37)
1981-82	69.93 (42.25)	167.89 (176.31)	237.82 (91.21)
1982-83	76.47 (46.20)	202.96 (213.14)	279.43 (107.17)

Note : Figures in parenthesis indicate
index numbers with 1973-74 as
the base year (100).

Source : Compiled from the Annual Reports
of the TTD.



This was due to the increase of establishment charges of the Huzur Office and recurring expenditure of the Transport Wing. Between the two departments of Group-F, Huzur Office incurred large amount of revenue expenditure. The expenditure of the Huzur Office ranged between Rs.95.22 lakhs in 1973-74 and Rs.202.96 lakhs in 1982-83 presenting an increase of 113 per cent with an average rise of 11.30 per cent per annum during the period. It comprised of nearly 72.63 per cent of the total expenditure of Group-F in the year 1982-83. The increase in the revenue payments of Huzur Office was due to the sanctioning of dearness allowance and payment of arrears to the staff during the years under study. Further, the expenditure rose when the charges on electricity, repairs to buildings and other contingencies increased enormously. It is observed that the expenditure on Srinivasa Mission, Hindu Dharma Rakshana Samstha, Annamacharya Project, Dasa Sahitya Project, were included in the Huzur Office account. It is not known why the expenditure of these four establishments were combined in the department of Huzur Office. In fact, they are



distinct and separate with their operations. It is felt that they may be allotted separate accounting units and included in Group-F.

As seen from the table, the revenue expenditure of Transport Department of Group-F varied from Rs.165.51 lakhs in 1973-74 to Rs.76.47 lakhs during 1982-83. This department was handed over to the APSRTC in the year 1975. The establishment charges, the repairs and renewals accounted the largest share of the revenue charges followed by the maintenance charges and taxation of the Transport Wing. The increase in oil bill also contributed to the rise of revenue charges of this department since the year 1980-81. This department incurred about 27.37 per cent of the total expenditure of General Administration Department. Under this Wing, there were about 144¹ vehicles of different type for the use of administration.

EDUCATIONAL AND CHARITABLE INSTITUTIONS

In fact, the administration of educational and

1. Please refer Chapter 2 for details.



charitable institutions by the TTD at Tirupati and outside Andhra Pradesh including far off places like New Delhi is not a primary function of the devasthanams. Such activities are only indication of its expanding operations and are the product of the extension of the principle of charity.

The total revenue payments of the educational institutions of Group-G are furnished in Table 4.10. The total revenue expenditure and the cost of maintenance of Group-G institutions had increased from Rs.71.68 lakhs in 1973-74 to Rs.205.94 lakhs during 1982-83 representing about 187 per cent with an annual average of 18.70 per cent. There was a consistent increase of the revenue payments of the educational and charitable institutions during the period under study. Among all the institutions, the largest revenue expenditure was incurred by colleges followed by schools. The expenditure on the maintenance of the colleges increased from Rs.43.88 lakhs in 1973-74 to Rs.106.07 lakhs in 1982-83, presenting an increase of 141 per cent. There are about seven colleges working under the management of the TTD. Since, Sri



TABLE 1.10 : REVENUE PAYMENTS OF EDUCATIONAL INSTITUTIONS DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Unit Code No.	Name of the Institution	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83
I. SANSKRIT											
371	SVV Sanskrit Kendram, Tirumala	0.14 (100.00)	1.46 (1,042.85)	2.86 (2,042.85)	2.39 (1,707.14)	-	1.85 (1,321.42)	2.75 (1,964.28)	2.23 (1,592.85)	3.24 (2,314.28)	3.71 (2,650.00)
371A	SV Veda Patasala, Tirumala	2.70 (100.00)	0.85 (31.48)	0.73 (27.03)	0.94 (34.81)	1.52 (56.29)	1.90 (70.37)	2.69 (99.62)	3.12 (115.55)	2.08 (77.03)	4.58 (169.62)
376	SV Oriental High School, Tirupati	0.71 (100.00)	0.73 (101.40)	0.90 (126.76)	1.12 (157.74)	1.30 (183.09)	1.43 (201.40)	1.66 (233.80)	1.98 (278.87)	2.45 (345.07)	3.39 (477.46)
385	SV Oriental College, Tirupati	7.62 (100.00)	7.57 (99.34)	8.20 (107.61)	7.94 (104.49)	8.79 (115.35)	8.94 (117.32)	9.26 (121.52)	11.28 (149.03)	12.65 (166.01)	14.15 (185.69)
388	SVV Sanskrit College, Hyderabad	2.79 (100.00)	1.58 (56.63)	2.32 (83.15)	2.72 (97.49)	4.18 (149.82)	4.32 (154.83)	4.03 (144.44)	5.12 (190.68)	5.39 (193.18)	5.94 (212.90)
TOTAL		13.95 (100.00)	12.18 (87.24)	15.01 (107.52)	15.11 (108.23)	15.79 (113.10)	18.44 (132.09)	20.39 (146.06)	23.93 (171.41)	25.81 (184.88)	31.77 (227.57)
II. SCHOOLS											
372	SV High School, Vellore	2.88 (100.00)	4.32 (150.00)	4.16 (144.44)	4.23 (146.87)	8.11 (281.59)	5.25 (182.29)	6.83 (237.15)	7.32 (254.16)	9.90 (343.75)	10.81 (375.34)
373	SV High School, Tirupati	3.00 (100.00)	3.25 (108.33)	3.65 (121.65)	4.08 (136.00)	4.45 (148.33)	4.88 (162.66)	5.23 (174.33)	6.53 (217.66)	7.19 (239.68)	7.98 (266.00)
373A	SV Upper Primary School, Tirupati	-	-	0.37 (100.00)	0.94 (254.05)	1.02 (275.67)	1.15 (310.81)	1.53 (413.51)	2.06 (556.75)	2.65 (770.27)	3.40 (918.91)
374	SP Girls' High School, Tirupati	1.55 (100.00)	1.62 (104.51)	1.93 (124.51)	2.45 (158.06)	2.44 (157.41)	2.66 (171.61)	3.11 (200.64)	4.32 (278.70)	4.76 (307.09)	5.94 (384.22)
375	SV High School, Tirumala	0.76 (100.00)	0.83 (109.21)	1.16 (152.63)	1.44 (189.47)	1.93 (240.78)	1.84 (242.10)	2.15 (282.89)	3.13 (411.84)	3.86 (507.89)	5.20 (684.21)
377	SV Elementary School, Tirumala	1.01 (100.00)	0.83 (82.17)	1.01 (100.00)	1.48 (146.53)	1.78 (176.23)	1.86 (184.15)	2.15 (212.87)	2.98 (295.04)	3.36 (332.67)	3.72 (360.31)
379	SV School for Deaf and Blind, Tirupati	-	-	-	-	0.88 (100.00)	1.05 (119.31)	1.51 (171.59)	2.71 (307.95)	3.71 (421.59)	4.55 (517.04)
TOTAL		9.20 (100.00)	10.85 (117.93)	12.28 (133.47)	14.62 (158.91)	20.51 (222.93)	18.69 (203.15)	22.51 (244.67)	29.05 (315.76)	35.63 (387.28)	41.60 (452.17)
III. COLLEGES											
381	SPW College, Tirupati	11.37 (100.00)	10.16 (89.35)	12.65 (110.73)	12.86 (113.10)	16.67 (146.61)	16.05 (141.16)	19.13 (168.24)	25.09 (220.66)	26.19 (230.34)	33.86 (297.80)
382	SV College, New Delhi	8.59 (100.00)	9.16 (106.63)	7.30 (84.98)	-	-	-	-	-	-	-
383	SV Arts College (Day), Tirupati	10.96 (100.00)	10.57 (96.44)	12.54 (114.41)	13.63 (124.36)	16.17 (147.53)	14.48 (132.11)	20.43 (186.40)	23.16 (211.31)	23.97 (218.70)	29.63 (270.34)
384	SG Arts College, Tirupati	7.37 (100.00)	7.29 (98.91)	8.30 (112.61)	8.96 (121.53)	11.59 (157.25)	11.17 (151.56)	12.36 (167.70)	15.53 (210.71)	17.20 (233.37)	17.67 (239.75)
386	SV College for Music & Dance, Tirupati	2.37 (100.00)	2.68 (113.08)	3.02 (127.42)	2.57 (108.43)	4.54 (191.56)	5.22 (220.25)	5.19 (218.98)	5.82 (245.56)	7.75 (327.00)	9.94 (419.40)
387	SV Junior College, Tirupati	3.22 (100.00)	3.37 (104.65)	3.73 (115.83)	12.25 (380.43)	5.10 (158.38)	5.71 (177.32)	6.74 (209.31)	9.22 (286.33)	10.49 (325.77)	12.25 (380.43)
389	SV Arts College (Evening), Tirupati	-	1.87 (100.00)	1.70 (90.90)	1.72 (91.97)	1.80 (96.25)	1.83 (97.86)	1.80 (96.25)	2.07 (110.69)	2.36 (126.20)	2.72 (143.45)
TOTAL		43.88 (100.00)	45.10 (102.78)	49.24 (112.21)	51.99 (118.48)	55.87 (127.32)	54.46 (124.11)	65.65 (149.61)	80.89 (184.34)	87.96 (200.45)	106.07 (241.72)
IV.											
378	SV Sculpture Centre, Tirupati	0.48 (100.00)	0.68 (141.66)	0.56 (116.66)	0.79 (164.58)	1.03 (214.58)	2.14 (445.58)	1.90 (395.83)	1.61 (335.41)	1.73 (360.41)	1.89 (393.75)
V. CHARITABLE											
391	SV Salamandir, Tirupati	2.97 (100.00)	1.28 (43.09)	0.99 (33.33)	1.38 (46.46)	1.24 (41.75)	1.48 (49.83)	1.65 (55.55)	2.60 (87.54)	3.78 (127.27)	3.81 (128.28)
392	SV Poor Home, Akkarampalle	1.19 (100.00)	0.87 (73.10)	1.60 (134.45)	2.91 (244.53)	3.11 (261.34)	3.82 (321.00)	4.14 (347.89)	5.04 (423.52)	6.52 (547.89)	8.35 (701.60)
TOTAL		4.16 (100.00)	2.15 (51.68)	2.59 (62.25)	4.29 (103.12)	4.35 (104.56)	5.30 (127.40)	5.79 (139.18)	7.64 (183.65)	10.30 (247.59)	12.16 (292.30)
VI. TECHNICAL											
356	SPW Polytechnic, Tirupati	-	-	-	NA	1.30 (100.00)	NA	4.27 (328.46)	4.42 (340.00)	6.26 (481.53)	8.63 (663.84)
356	Yoga Centre, Tirupati	-	-	-	-	-	-	-	-	-	3.82
TOTAL		-	-	-	-	1.30 (100.00)	-	4.27 (328.46)	4.42 (340.00)	6.26 (481.53)	12.45 (957.69)
GRAND TOTAL (I to VI)		71.68 (100.00)	70.96 (98.99)	79.68 (111.16)	86.80 (121.09)	98.85 (137.90)	99.03 (138.15)	120.51 (168.12)	147.54 (205.83)	167.69 (233.94)	205.94 (287.30)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

NA : Not Available.

Source : Compiled from the Reports of the TTD.



Venkateswara College at New Delhi had become self-sufficient, the TTD was not incurring any recurring expenditure of this college since 1976-77. Among the colleges, Sri Padmavathi Women's College led the others in having huge revenue charges accounting for 31.92 per cent of the expenditure followed by Sri Venkateswara Arts (Day) College (27.93 per cent). It was only the establishment charges of the teaching and non-teaching staff that were contributing to the rise in revenue expenditure during the selected period. The revenue expenditure of the colleges also had increased due to rise on the expenditure on books, periodicals, chemicals in the laboratories, etc.

The revenue charges of the schools rose by about 352 per cent during the period of 10 years, presenting an average increase of 35.20 per cent a year (Table 4.10). The Vellore School had incurred more revenue expenditure than other schools representing about 25.98 per cent of the total payments followed by S.V.High School of Tirupati (19.18 per cent) during 1982-83. It is evident from the table



that more money was spent on colleges than on High Schools and institutions imparting oriental education.

There are about five institutions imparting Sanskrit education. A Sanskrit College at Hyderabad was taken over by the TTD from the Government in 1964. The expenditure on Sanskrit education rose from Rs.13.96 lakhs in 1973-74 to Rs.31.77 lakhs during 1982-83 representing an average increase of 12.70 per cent a year (Table 4.10). Sri Venkateswara Oriental College of Tirupati accounted for about 45 per cent of total revenue charges of all oriental institutions followed by Sri Vedanta Vardhini Sanskrit College of Hyderabad (19.99 per cent). The rise of revenue expenditure of the institutions imparting Sanskrit education could be attributed to the increase in pay and allowances of the teachers during the period.

There are two charitable institutions under the management of the TTD, viz., Sri Venkateswara Balamandir and Sri Venkateswara Poor Home. The TTD has been doing a very good service for a long time



in rehabilitating the infirm, disabled and destitutes residing in the charitable institutions by spending considerable amount of money. Sri Venkateswara Balamandir was set up in the year 1943. The object of this institution was to provide food, shelter and clothing to the destitute children and help to settle them in life. The inmates are being offered free education in the TTD institutions including colleges.

Sri Venkateswara Poor Home was set up originally in the year 1942 at Akkarampalle by the TTD with the provision of free medical aid, clothing and shelter to those who are suffering from leprosy. Both the TTD and the Government of Andhra Pradesh shouldered the responsibility of the maintenance of the Poor Home for sometime. Later, the Poor Home was taken over by the TTD from the Government in April 1975 and since then, it had been under the control of the TTD. S.V. Poor Home is a ray of hope for leprosy patients who cannot afford to have treatment. The sanctioned inpatients' strength was 200 in 1982-83. The training in carpentry, weaving, shoe-making, tailoring, agriculture and gardening was being given so as to



rehabilitate the patients after the treatment. It was proposed to develop agriculture as a part of the occupational therapy.

As seen from the table, the cost of maintenance of charitable institutions rose from Rs.4.16 lakhs in 1973-74 to Rs.12.16 lakhs during 1982-83 with an average growth rate of 19.20 per cent per annum. The expenditure on S.V.Poor Home comprised of about 68.66 per cent of the total expenditure of charitable institutions followed by S.V.Balamandir (31.34 per cent) during 1982-83. The expenditure of S.V.Balamandir increased by 28 per cent during the selected period having marginal fluctuations in the intermittent years. A large part of the revenue expenditure on these two institutions was on the feeding and clothing of inmates.

There are two technical institutions under the management of TTD, viz., Sri Padmavathi Women's Polytechnic and Yoga Centre. During 1982-83, the expenditure on the technical education was Rs.12.45 lakhs of which about Rs.8.63 lakhs (69.31 per cent)



was spent on Sri Padmavathi Women's Polytechnic and the rest on Yoga Centre. A sculpture centre called Sri Venkateswara Sculpture Training Centre at Tirupati, was set up in 1960 to preserve the ancient craft, sculpture and architecture of temples. The revenue expenditure of this Centre increased from Rs.0.48 lakhs in 1973-74 to Rs.1.89 lakhs during 1982-83. (Table 4.10). The major portion of the expenditure was on establishment charges and contingencies.

OTHER IMPORTANT PAYMENTS

Common Good-Fund

Preservation and renovation of the holy temples in the State attained a very important role. The Endowments Department of the Government of Andhra Pradesh while administering the religious and charitable institutions in accordance with the provisions of the Endowments Act 1966 took up the renovation programme in a stupendous way. A special provision was made to constitute the 'Common Good Fund' under



Section 65 of the 1966 Act. This fund is out of the payments made by the charitable and religious institutions and endowments whose income exceeds Rs.20,000 annually. Under Section 26(6) of the TTD Act 1979, the Management Committee has to pay annually to the Government, a contribution of not less than five per cent of its net income. There is a Committee¹ to administer the Common Good Fund. Table 4.11 furnishes the information of important payments of the TTD during the selected period. During 1975-76, the TTD provided an amount of Rs.21 lakhs to the CGF and this had sharply declined to Rs.10 lakhs in the following year. The contribution to this fund rose considerably in the year 1978-79 to Rs.50 lakhs. Since 1980-81, the administration was contributing about Rs.75 lakhs annually to CGF. The contribution to the Government varied during the intermittant years partly on account of the payment of arrears in some years or making additional payments to CGF on special request of the Government of Andhra Pradesh.

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1. The Chief Minister of Andhra Pradesh is the Chairman of the Common Good Fund Committee and the Minister of Endowments is the Ex-Officio Member of the Committee while the Commissioner of Endowments is the Secretary and Treasurer of the Committee.



TABLE 4.11 : IMPORTANT PAYMENTS OF THE TTD DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

S. No.	Particulars	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83
1.	Contributions to the State Government										
a)	Common Good Fund	NA	3.08 (100.00)	21.00 (681.81)	10.00 (324.67)	10.00 (324.67)	50.00 (1,623.07)	35.00 (1,136.36)	75.00 (2,435.06)	75.00 (2,435.06)	75.00 (2,435.06)
b)	Endowment Administration Fund	NA	-	-	15.00 (100.00)	15.00 (100.00)	15.00 (100.00)	20.00 (133.33)	25.00 (166.66)	25.00 (166.66)	25.00 (166.66)
2.	Sri Venkateswara University Grants	NA	6.00 (100.00)	6.00 (100.00)	13.00 (216.66)	10.00 (166.66)	10.00 (166.66)	10.25 (170.83)	10.75 (179.16)	8.00 (133.33)	10.00 (166.66)
	Hindu Dharma Rakshana Samstha	3.00 (100.00)	5.12 (170.66)	3.15 (105.00)	3.60 (120.00)	3.86 (128.66)	5.71 (190.33)	17.00 (566.66)	20.00 (666.66)	20.50 (683.33)	17.00 (566.66)
	Sri Venkateswara Kalapeetham	-	-	-	-	-	1.00 (100.00)	0.50 (50.00)	2.20 (220.00)	2.50 (250.00)	3.00 (300.00)
	Annamacharya Project	-	-	-	-	-	0.05 (100.00)	2.26 (4,520.00)	3.64 (7,280.00)	3.86 (7,720.00)	4.00 (8,000.00)
6.	Dasa Sahitya Project	-	-	-	-	-	-	0.23 (100.00)	0.42 (182.60)	0.75 (326.08)	0.90 (391.30)
7.	Srinivasa Mission	NA	3.67 (100.00)	2.15 (58.58)	3.32 (90.46)	5.71 (155.58)	0.65 (17.71)	0.85 (23.16)	0.25 (6.81)	1.00 (27.24)	1.20 (32.69)
8.	Tirupati Municipality	-	-	-	-	-	-	3.00 (100.00)	NA	4.00 (133.33)	8.75 (291.66)
9.	Tiruchanoor Gram Panchayat	-	-	-	-	-	-	-	0.25 (100.00)	0.25 (100.00)	0.25 (100.00)
10.	SVR Hospital, Tirupati	-	-	-	-	-	-	-	4.50 (100.00)	2.00 (44.44)	16.00 (355.55)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

* Sri Venkateswara Kalapeetham and Annamacharya Project have come into existence during the year 1978-79.

NA : Not Available

Source : Compiled from the Annual Reports of the TTD.

Endowments Administration Fund

Under Section 64 of the Andhra Pradesh Charitable Hindu Religious Institutions and Endowments Act No.17 of 1966, every charitable or religious institution, whose annual income exceeds Rs.5,000 is liable to pay to the State Government annually from the income derived by it to the 'Endowment Administration Fund (EAF)' constituted under the Act. Such contribution is not to exceed seven per cent of the annual income of a charitable institution. At present, the TTD is governed under Section 26 of the TTD Act 1979 for making the contribution to the EAF. The Executive Officer of the TTD has to arrange payment of contribution to the EAF on or before the 31st July of every year. As seen from the table, the contribution to EAF had gone up by 66 per cent during the period from 1976-77 to 1980-81. Since 1980-81, the TTD had been paying Rs.25 lakhs annually to the EAF of the State Government. Although the payment to the EAF has a statutory limit, it is observed that the actual payments made during the years of study had been above the statutory limits. It may be noticed that the



payments are made to the EAF at the instance of the State Government.

Donations and Contributions

Under Section 23(5) of the TTD Act 1979, the TTD has to contribute a sum of not less than Rs.7 lakhs per annum towards the maintenance of Sri Venkateswara University. It may be recalled that the TTD was mainly responsible for the establishment of Sri Venkateswara University at Tirupati. The administration had contributed Rs.10 lakhs in 1982-83 as against Rs.6 lakhs during 1975-76 (Table 4.11). It may be observed that during 1983-84, the contribution payable by the TTD to the University was increased to Rs.15 lakhs. Although there has been statutory limit to the contribution of TTD to the university, it is observed that the actual contributions made during the period of study had been above the statutory limits. These amounts were paid by the administration with the acceptance of the State Government. It is revealed that the TTD decided to ear-mark Rs.30 lakhs during the year 1979-80 on the eve of Silver



Jubilee Celebrations of Sri Venkateswara University as Special Corpus Fund under the administrative control of the TTD and to release Rs.3 lakhs yearly interest derived from this fund to the University.

It may be mentioned the TTD had contributed liberal donations to the sick and needy temples in the State of Andhra Pradesh for their renovation and repairs¹. Further, it had provided donations to various educational and religious organisations which would propagate Hindu Dharma in Andhra Pradesh and outside the State². Under the 'aid to temples abroad programme', the administration provided considerable amount to the temples located in foreign countries³.

1. About 300 temples were benefitted in 1980-81 by the TTD with a contribution of Rs.20.26 lakhs. To encourage the managements of various temples for conducting dharmika programmes, about 133 mike-sets were supplied to them at subsidised cost during 1980-81.
2. The organisations benefitted were: Vysashramam, Yerpedu; Kanchikamakoti Sankaramatham, Secunderabad; Agamasastra Mahamandali, Bangalore; Hindu Dharma Prabhoda College, Hyderabad; Sarada Niketan, Guntur; and Vedasastra Prasishad, Rajahmundry. Office of the Executive Officer, TTD, Tirupati.
3. The TTD sanctioned a sum of Rs.12.26 lakhs under its 'aid to temples abroad programme' during 1984-85. Out of this amount, Rs.5 lakhs to the Hindu Temple Society at Los Angeles, Rs.1.26 lakhs to the Hindu Temple Society at San Francisco in U.S.A., and Rs.6 lakhs to Sri Venkateswara Temple at Sydney in Australia. The Hindu, March 30, 1985.

Under the auspices of HDRS, religious discourses, music concerts, harikathas, bhajans, etc., both at Tirumala and Tirupati are being conducted. During 1981-82, the total number of HDRS Centres were 17¹. During the year 1979-80, the administration had decided to spend not less than Rs.10 lakhs a year on the activities of HDRS. The expenditure of HDRS rose steadily from Rs.3 lakhs in 1973-74 to Rs.17 lakhs during 1982-83 representing over five-fold increase. The expenditure was mainly on the conduct of religious discourses, music concerts and other contingency expenses.

Other Projects

The TTD evolved a scheme as early as in 1974 for establishing an Academy of Fine Arts and Crafts under the name 'Sri Venkateswara Kalapeetham'. In fact, the Scheme took a concrete shape only during

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1. It is proposed by the administration to open another 12 Centres of HDRS in the State of Andhra Pradesh. Indian Express, May 4, 1985.



the year 1978-79. The main objective of this institution is to revive the traditional Indian arts and crafts. To achieve the object of Kalapeetham, it has been planned to work under three Vibhags, viz., Sikshana Vibhag, Pradarshana Vibhag and Parisodhana Vibhag. As seen from Table 4.11, the expenditure of Kalapeetham had increased by nearly 200 per cent from 1978-79 to 1982-83.

Another scheme called 'Annamacharya Project' was launched during the year 1978-79 to propagate the compositions of Sri Tallapaka Annamacharya, a great saint and devotee of Lord Venkateswara. As a part of programme of the Project, L.P. Records of various Krutis and discourses¹ were brought out. These pre-recorded cassettes were made available at

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1. Annamacharya Project of the TTD brought out L.P. Records of Sri Annamacharya Krutis, Balaji Pancha-ratnamala by Smt.M.S.Subbulaxmi, Venkateswara Gita-malika and Gita Makarandam, discourses on Gita by Swamy Sri Vidya Prakasanandagiri of Srikalahasti. The administration was also planning a documentary and a few video-cassettes on the programmes of Annamacharya and a dictionary exclusively on the works of the saint-poet for the benefit of re-searchers.



subsidised rates in all the TTD information centres and book-stalls. The expenditure on the maintenance of Annamacharya Project increased from Rs.2.26 lakhs in 1979-80 to Rs.4 lakhs during 1982-83 (Table 4.11).

"The TTD has proposed in the year 1984-85 to open the units of Annamacharya Project at Hyderabad, Vijayawada and Visakhapatnam to propagate the works of the saint-poet. This is felt necessary in view of the increasing demand from all over the State for programmes on the Annamacharya Project"¹. Under the 'Dasa Sahitya Project', the TTD aimed at to bring out the 'Sankeertana Literature' of the famous saints like Narayana Teertha, Ramadas and Tyagaraja into limelight. This section undertook the work of Dasa Sahitya relating to 30 eminent dasas and a booklet 'Dasa Salade' was published. The expenditure of Dasa Sahitya Project had steadily gone up from Rs.0.23 lakhs in 1979-80 to Rs.0.90 lakhs in 1982-83 indicating an average rise of 72 per cent per annum.

1. Lakshminarayana, S., Executive Officer, TTD, Tirupati, The Hindu, March 22, 1985.



The main objective of Srinivasa Mission is to propagate Hindu religion and enlighten the public about the temples maintained by the TTD in general and Lord Venkateswara of Tirumala in particular. The Srinivasa Mission conducts Summer Schools on Hindu religion, records and broadcasts devotional songs, publishes hand books on Hindu religion, etc. As seen from the table, the expenditure of Srinivasa Mission had an uneven fluctuations during the selected period. There was a sharp decline in the expenditure from Rs.5.71 lakhs in 1977-78 to Rs.0.05 lakhs in 1978-79 and this had continued with marginal variation in the subsequent years. The expenditure under this head showed a declining trend as most of the functions which were hitherto envisaged for Srinivasa Mission had been entrusted to the information centres and HDRS.

The TTD is making contributions to Tirupati Municipality and Tiruchanoor Grama Panchayat for spending on health and sanitation at those places where the pilgrims of Tirumala Temple also visit.



The table reveals that the administration provided a grant of Rs.3 lakhs to Tirupati Municipality in the year 1979-80. This was increased to Rs.4 lakhs in 1981-82 and Rs.8.75 lakhs during 1982-83. The Tiruchanoor Gram Panchayat had been receiving a fixed grant of Rs.0.25 lakhs since 1980-81. There was no increase in this grant made by the TTD in the following years. It may be mentioned here that the TTD was mainly responsible for the establishment of Sri Venkateswara Ruia Hospital and Sri Venkateswara Medical College at Tirupati. Sufficient grants were given in the initial years for their establishment. During 1980-81, the administration provided a grant of Rs.4.50 lakhs and about Rs.2 lakhs in 1981-82 to SVR Hospital. This grant had gone up to Rs.16 lakhs during 1982-83.

Salaries and Wages

The consolidated salaries and wages of all the establishments of TTD group-wise are presented in Table 4.12. There were nearly 7,000 people working



TABLE 4.12 : TOTAL SALARIES AND WAGES OF THE TTD (GROUP-WISE)
DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Group	Particulars	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83
A	Sri Tirumala Temple	7.05 (100.00)	8.55 (122.69)	8.85 (128.53)	12.57 (179.71)	11.74 (166.52)	12.03 (170.63)	24.82 (352.05)	29.59 (419.71)	35.91 (509.36)	38.00 (539.00)
B	Other Temples	5.36 (100.00)	5.60 (104.47)	6.50 (123.13)	7.84 (146.26)	9.23 (72.20)	10.51 (196.08)	13.06 (243.65)	14.62 (272.76)	18.81 (350.93)	22.62 (422.01)
C	Service Departments for Temples	3.50 (100.00)	4.02 (114.85)	4.19 (119.71)	5.36 (153.14)	6.01 (171.71)	6.70 (191.42)	7.86 (224.57)	11.34 (324.00)	14.98 (428.00)	18.06 (516.00)
	Service Departments for Pilgrims	37.33 (100.00)	41.22 (110.42)	40.06 (107.31)	48.07 (128.77)	57.50 (180.81)	79.51 (212.99)	106.24 (284.59)	141.65 (379.45)	166.06 (444.84)	189.71 (508.19)
	Engineering Division	14.81 (100.00)	13.63 (92.03)	14.24 (96.15)	22.35 (150.91)	29.55 (199.52)	30.91 (208.71)	40.42 (272.92)	51.63 (348.61)	49.30 (332.88)	65.67 (443.41)
F	General Administration	67.07 (100.00)	55.78 (83.16)	34.64 (51.64)	19.14 (28.53)	23.01 (34.30)	22.74 (33.90)	27.87 (41.55)	50.91 (75.90)	58.50 (87.22)	66.82 (99.62)
G	Educational Institutions	58.23 (100.00)	63.67 (109.34)	67.19 (115.38)	71.83 (123.01)	80.95 (139.01)	82.74 (142.09)	102.27 (175.63)	121.40 (208.48)	141.21 (242.50)	170.29 (292.44)
	TOTAL	193.35 (100.00)	192.57 (99.53)	175.77 (90.90)	187.06 (96.74)	227.99 (117.91)	245.14 (126.78)	322.54 (166.81)	421.14 (217.81)	484.77 (250.72)	571.17 (295.40)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.



in all the TTD establishments during 1982-83. The salary bill of TTD rose from Rs.193.35 lakhs in 1973-74 to Rs.571.17 lakhs during 1982-83 representing an increase of 195 per cent during this period with an average rise of 19.50 per cent per annum. Of all the groups of institutions of the TTD, Service Departments for pilgrims (Group-D) accounted the largest share of the total salary bill which was about 33.21 per cent followed by the educational institutions of Group-G (29.81 per cent) during 1982-83. It is significant to note that about 16.40 per cent of the total income of the TTD was spent on establishment charges. The steep increase of the salary bill in recent years was caused due to the revision of the scales of the staff, payment of arrears and mass recruitment in various establishments. Further, the employees in pilgrim service were on eight hours duty working on a three-shift basis. There was some decline in the salary bill, about 10 per cent, in 1975-76 over its preceding year. This was due to the transfer of employees of Transport Wing to the APSRTC which resulted in the reduction of salary bill



of the TTD. Since 1976-77, there had been a consistent increase in the salary and wages of the employees.

As seen from the table, the General Administration Department of Group-F and the Engineering Department of Group-E ranked third and fourth in terms of incurring establishment charges. There had been marginal fluctuations in the salary bill of the General Administration Department for about four years since 1976-77 and it started rising from the year 1980-81 and continued its leap in the succeeding years. A consistent increase of the salary bill of the Engineering Division was found during the period under study and it was about more than four-fold increase from 1973-74 to 1982-83. The establishment charges of Sri Tirumala Temple also rose considerably during the period. The salary bill of other temples (Group-B) went up by about 422 per cent during the selected period with an average rise of 42.20 per cent a year. About 416 per cent rise was noticed under this head of Group-C (Service Departments for Temples) during the period with an average annual rise of 41.60 per cent.



CAPITAL PAYMENTS

The TTD incurs capital expenditure for following purposes: (1) the construction of choultries and rest houses for the use and accommodation of the pilgrims; (2) the establishment of hospitals and dispensaries for the relief of pilgrims visiting the temples; (3) the construction and maintenance of roads, communications, electrical installations, etc., for the better convenience of the pilgrims; (4) the acquisition of any land or other immovable property for the purpose of TTD with the approval of the State Government; (5) the purchase of machinery, furniture, duplicators, typewriters, other office equipment and utensils, livestock, etc., and (6) the acquisition of capital assets like buses, lorries and cars, gold diamonds, jewels for the deity.

The growth of TTD is reflected partly in the amount of capital expenditure incurred over the years. Table 4.13 furnishes the total payments of all the TTD institutions (Group A to G) during the period 1973-74 to 1982-83. The capital expenditure of the TTD



TABLE 4.13 : CAPITAL PAYMENTS OF ALL INSTITUTIONS OF THE TTD (GROUP A TO G) DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	GROUP-A	GROUP-B	GROUP-C	GROUP-D	GROUP-E	GROUP-F	GROUP-G	Total
	Sri Tirumala Temple	Other Temples	Service Departments for Temples	Service Departments for Pilgrims	Engineering Division	General Administration	Educational Institutions	
1973-74	26.92 (100.00)	NA	0.66 (100.00)	65.50 (100.00)	NA	111.52 (100.00)	11.10 (100.00)	215.70 (100.00)
1974-75	3.61 (13.41)	NA	0.63 (95.45)	6.78 (10.25)	NA	41.44 (39.84)	3.29 (29.63)	58.75 (27.23)
1975-76	4.75 (17.64)	1.66 (100.00)	1.54 (233.33)	24.70 (37.70)	25.12 (100.00)	71.98 (64.54)	4.22 (38.01)	133.89 (62.07)
1976-77	0.19 (0.70)	0.11 (6.62)	0.32 (48.48)	0.83 (1.34)	76.06 (302.78)	3.17 (2.84)	0.80 (7.20)	81.53 (37.79)
1977-78	0.02 (0.07)	4.92 (296.38)	0.16 (24.24)	0.55 (0.83)	103.45 (411.82)	2.77 (2.48)	1.38 (12.43)	113.25 (52.50)
1978-79	0.04 (0.26)	5.13 (309.03)	0.04 (6.06)	2.25 (3.43)	206.72 (799.04)	27.83 (24.95)	5.44 (49.00)	241.45 (111.93)
1979-80	0.67 (2.48)	2.77 (166.86)	0.20 (30.30)	28.26 (43.14)	304.70 (1,212.97)	65.52 (58.75)	5.38 (48.46)	407.50 (188.91)
1980-81	0.96 (3.55)	3.15 (189.75)	0.52 (78.78)	68.63 (104.77)	396.50 (1,578.42)	106.90 (95.85)	4.12 (37.11)	581.08 (269.39)
1981-82	0.24 (0.89)	2.79 (168.07)	0.15 (22.72)	99.75 (152.23)	613.06 (2,440.52)	110.94 (99.47)	4.02 (36.21)	830.95 (383.23)
1982-83	0.72 (2.67)	6.97 (419.87)	2.49 (377.27)	61.90 (94.50)	756.49 (3,011.50)	359.05 (321.96)	8.12 (73.15)	1,195.74 (554.35)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

NA : Not Available

Source : Compiled from the Annual Reports of the TTD.



increased from Rs.215.70 lakhs in 1973-74 to Rs.1,195.74 lakhs during 1982-83 representing over six-fold increase. It was only in 1974-75 that the capital expenditure had sharply declined by about 73 per cent over its preceding year. This was due to the absence of major construction works during that period.

The Engineering Division of Group-E ranked first in terms of heavy capital payments among all groups of institutions with a share of 63.26 per cent followed by the General Administration Department of Group-F (30.02 per cent) during 1982-83. There had been a phenomenal increase in the capital expenditure of the Engineering Department during the study period. This was because of taking up of construction works like choultries, rest houses, dispensaries, quarters, maintenance of roads, purchase of machinery and furniture and acquisition of capital assets, etc. The cost of expenditure on capital works of General Administration Department went up by 221 per cent during the period of 10 years under study presenting an annual average rise of 22 per cent (Table 4.13). The Service



Departments for pilgrims of Group-D came next in terms of incurring capital expenditure followed by Group A, B, C and G. There had been marked fluctuations in the capital expenditure of these groups of institutions in several years because of uneven spending on capital works.

The steep variations in the capital payments of the TTD during the selected period were attributable for two reasons, i.e., (1) the transfer of expenditure during a year to the succeeding one either due to the inability of the contractors to complete the constructional works within the specified time because of the irregular supply of essential materials like cement, iron, etc., before the closure of the financial year, and (2) uneven distribution of the expenditure over the period resulting in rush for spending away the unutilised funds at the end of the period.

As seen from Table 4.14, Sri Padmavathi Amma-vari Temple ranked first among all temples in terms of spending large amount of money on capital expenditure constituting about 50.78 per cent followed by Sri



TABLE 4.14 : CAPITAL PAYMENTS OF OTHER TEMPLES DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	Sri Govinda- rajaswamy Temple, Tirupati	Sri Padmavathi Amavari Temple, Tiruchanoor	Sri Kodanda- ramaswamy Temple, Tirupati	Sri Kapiles- waraswamy Temple, Tirupati	Sri Venkates- waraswamy Temple, Mangapuram	Sri Kalyana Venkateswara swamy Temple, Narayanavaram	Sri Vedanara- yanaswamy Temple, Nagalapuram	Andhra Ashram, Rishikesh	Total
1973-74	-	-	-	-	-	-	-	-	-
1974-75	-	-	-	-	-	-	-	-	-
1975-76	0.49 (100.00)	0.27 (100.00)	0.16 (100.00)	0.12 (100.00)	0.10 (100.00)	0.09 (100.00)	0.16 (100.00)	0.27 (100.00)	1.66 (100.00)
1976-77	0.07 (14.28)	0.04 (14.81)	-	-	-	-	-	-	0.11 (6.62)
1977-78	-	4.91 (1,818.51)	-	0.01 (8.33)	-	-	-	-	4.92 (296.38)
1978-79	-	5.13 (1,900.00)	-	-	-	-	-	-	5.13 (309.03)
1979-80	0.03 (6.12)	2.74 (1,014.81)	-	-	-	-	-	-	2.77 (166.86)
1980-81	0.42 (85.71)	2.70 (1,000.00)	0.03 (18.75)	-	-	-	-	-	3.15 (189.75)
1981-82	0.26 (53.06)	2.26 (837.03)	-	-	-	-	0.27 (168.75)	-	2.79 (168.07)
1982-83	3.40 (693.87)	3.54 (1,311.11)	-	-	-	-	-	0.03 (11.11)	6.97 (419.87)

Note : Figures in parenthesis indicate the index numbers with 1975-76 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.

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Govindarajaswamy Temple of Tirupati (48.78 per cent) during 1982-83. There was no capital expenditure for other temples during the selected period except in one or two years.

Table 4.15 presents the capital payments of Service Departments for temples of Group-C. The capital payments of Group-C increased from Rs.0.66 lakhs in 1973-74 to Rs.2.49 lakhs during 1982-83 representing an increase of about 277 per cent. The expenditure of Sri Venkateswara Farm constituted about 69.47 per cent of total capital payments of Group-C. The capital expenditure of Sri Venkateswara Farm was mainly on the construction of buildings for the cattle, purchase of new livestock and construction of Gobar Gas Plants, etc. It rose by about 162 per cent during the period 1973-74 to 1982-83. The TTD Garden Department was maintaining 28 Flower and Ornamental Gardens¹ to supply flowers to various temples at Tirumala and Tirupati. The capital expenditure of this department

1. Please see Appendix 4.1 for details.



TABLE 4.15 : CAPITAL PAYMENTS OF SERVICE DE-
PARTMENTS FOR TEMPLES DURING
1973-74 TO 1982-83

(Rupees in Lakhs)

Years	UNIT CODE NOS.			Total
	365	366	367	
	SV Dairy Farm	Garden Department	Forest Department	
1973-74	0.66 (100.00)	-	-	0.66 (100.00)
1974-75	0.56 (84.84)	0.07 (100.00)	-	0.63 (95.45)
1975-76	1.45 (219.69)	-	-	1.45 (219.69)
1976-77	0.29 (43.93)	0.03 (42.85)	-	0.32 (48.48)
1977-78	0.14 (21.21)	0.02 (28.57)	-	0.16 (24.24)
1978-79	0.03 (4.54)	0.01 (14.28)	-	0.04 (6.06)
1979-80	-	0.20 (285.71)	-	0.20 (30.30)
1980-81	0.15 (22.72)	0.28 (400.00)	0.09 (100.00)	0.52 (78.78)
1981-82	0.14 (21.21)	0.01 (14.28)	-	0.15 (22.72)
1982-83	1.79 (262.12)	0.16 (228.57)	0.60 (666.66)	2.49 (377.27)

Note : Figures in parenthesis indicate
index numbers with 1973-74 as
the base year (100).

Source : Compiled from the Annual Reports
of the TTD.



rose from Rs.0.03 lakhs in 1976-77 to Rs.0.16 lakhs during 1982-83. This was spent on the maintenance of landscaping, lawns and gardens. Incidentally, the Forest Department did not incur any expenditure during the selected period except in the years 1980-81 and 1982-83. An amount of Rs.0.60 lakhs was utilised by this department during 1982-83 which included the cost of agricultural implements.

The capital expenditure of Service Departments for pilgrims is furnished in Table 4.16. There are about 19 establishments in Group-D. The capital payments of museums rose by 95 per cent in 1980-81 over its preceding year and steeply declined in the subsequent years. Various antiquities, sculptures, wood carvings, bronzes, music instruments and arms were acquired by the Museum Department during 1980-81.

As seen from the table, the capital expenditure incurred on Press in all the years was negligible except during 1980-81 with an amount of Rs.46.14 lakhs. It declined to Rs.39.96 lakhs in the succeeding year. Replacement of old machinery and acquisition of new



TABLE 4.16 : CAPITAL PAYMENTS OF SERVICE DEPARTMENTS FOR PILGRIMS DURING 1973-74 TO 1982-83

(Rupees in Lakhs)

Unit Code No.	Name of the Institution	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83
352	Reception Officer I & II, Tirumala	40.18 (100.00)	5.79 (14.41)	17.58 (43.75)	-	0.49 (1.21)	0.06 (0.14)	0.03 (0.07)	0.90 (2.23)	-	1.06 (2.63)
352	Reception Officer III, Tirumala	-	-	-	-	-	-	-	-	-	30.04 (100.00)
353	Museums	-	-	-	-	-	-	3.88 (100.00)	7.59 (195.61)	2.55 (65.72)	1.96 (50.51)
355	Reception Officer, Tirupati	24.00 (100.00)	-	2.50 (10.41)	0.03 (0.12)	-	-	-	-	0.37 (1.54)	1.23 (5.12)
356	Vigilance Guard Officer	-	-	-	-	-	-	-	0.44 (100.00)	-	0.50 (113.63)
359	Information Centres	-	-	1.89 (100.00)	0.02 (1.05)	-	-	-	3.85 (203.70)	0.39 (20.63)	2.30 (121.69)
362	Press	1.08 (100.00)	0.87 (80.55)	0.67 (62.03)	0.01 (0.92)	0.03 (2.77)	-	16.68 (1,544.44)	46.14 (4,272.22)	39.96 (3,700.00)	3.85 (356.48)
363	Canteens, Tirumala	0.17 (100.00)	0.02 (11.76)	1.42 (835.29)	0.03 (17.64)	0.02 (11.76)	-	7.54 (4,435.29)	0.28 (164.70)	9.63 (5,664.70)	5.51 (3,241.17)
364	Canteens, Tirupati	0.02 (100.00)	-	-	-	0.01 (50.00)	-	0.06 (300.00)	9.30 (46,500.00)	-	0.20 (1,000.00)
368	Health Office, Tirumala	0.05 (100.00)	0.10 (200.00)	0.49 (980.00)	0.30 (600.00)	-	0.01 (20.00)	-	0.13 (260.00)	40.07 (80,140.00)	0.50 (1,000.00)
368	I NC Hospital Tirupati	-	-	-	0.09 (100.00)	-	2.02 (2,525.00)	0.07 (87.50)	-	4.18 (5,225.00)	5.55 (693.75)
368	PAT Dispensary, Tiruchanoor	-	-	-	-	-	-	-	-	-	0.01 (100.00)
368	KTC Dispensary, Tirupati, (Winded up)	-	-	0.22 (100.00)	-	-	-	-	-	-	-
368	Aswini Hospital Tirumala	-	-	-	0.01 (100.00)	-	0.13 (1,300.00)	-	-	0.02 (20.00)	4.14 (41,400.00)
368	Employees' Dispensary, Tirumala	-	-	-	0.02 (100.00)	-	-	-	-	0.01 (50.00)	0.25 (1,250.00)
368	Ayurvedic Dispensary, Tirupati	-	-	-	-	-	-	-	-	-	-
368	Central Hospital, Tirupati	-	-	-	-	-	-	-	-	-	0.58 (100.00)
368	Limb Centre, Tirupati	-	-	-	-	-	-	-	-	2.57 (100.00)	4.22 (164.20)
395	Editor	-	-	0.13 (100.00)	0.12 (92.30)	-	-	-	-	-	-
TOTAL		65.50 (100.00)	6.78 (10.35)	24.70 (37.70)	0.88 (1.34)	0.55 (0.83)	2.25 (3.43)	28.26 (43.14)	68.63 (104.77)	99.75 (152.23)	61.20 (94.50)

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types and blocks resulted in increasing the capital charges of the press. The latest addition during 1980-81 to the press was a Rs.28 lakh photo type setting unit, the only one of its kind in Andhra Pradesh. On binding side, an automatic gathering machine was acquired to minimise the time and cost of binding. It is revealed that orders were also placed for automatic folding machine, polar cutting machine, three knife trimmer and flow line for centre pinned books for facilitating mass production of books at cheap rates.

The capital expenditure on canteens at Tirumala was marginal till 1977-78 and it abruptly rose to Rs.7.54 lakhs in 1979-80. The capital expenditure under this head had again sharply declined to Rs.0.28 lakhs in 1980-81 and started increasing in the following years (Table 4.16). This increase was due to the purchase of utensils, and other installations in the canteens.

As seen from the table, the Health Office of Tirumala incurred a heavy capital expenditure of



Rs.40.07 lakhs during the year 1981-82 as against Rs.0.05 lakhs in 1973-74. The amount was spent on purchase of beds, cots, furniture, hospital equipment and other allied items. It is evident from the table that the other establishments of Group-D had not incurred considerable amount of capital expenditure during the selected period.

ENGINEERING DIVISION

The capital expenditure of Engineering Division of Group-E is confined mainly to what is popularly known as public works, i.e., construction of buildings, choultries and cottages, water reservoirs and electrical installations, laying of roads and other capital works, etc. There are about eight including two independent divisions under the Engineering Department of the TTD which is headed by a Chief Engineer. A number of major works were taken up during the selected period for providing better facilities to the ever increasing influx of pilgrims visiting the sacred hills and also for the benefit of the staff residing at Tirumala and Tirupati. It may be noted



that the maintenance of the Engineering Department constituted about 36 per cent of the total expenditure of all groups of institutions of the TTD.

The capital expenditure of Engineering Department of Group-E is presented in Table 4.17. Every division of the Engineering Department is headed by a Grade I Executive Engineer. The Division-I with the headquarters at Tirumala looked after the works of Tirumala Hills (except Papavinasanam Dam Works). The capital expenditure varied between Rs.0.08 lakhs in 1975-76 and Rs.96.83 lakhs during 1982-83. A 30-bedded hospital was constructed at Tirumala to meet the demands of the increasing pilgrims and employees of the TTD. The construction of 20 cottages of which each cottage with eight apartments in Garudadri-nagar at Tirumala was taken up in the year 1979-80 and it was completed. The special type of cottages were constructed in the Narayanadri area. This division had completed the construction of Central Canteen Complex in September 1979 at Tirumala at a cost of Rs.50 lakhs. The construction of various staff quarters



TABLE 4.17 : CAPITAL PAYMENTS OF ENGINEERING DIVISION DURING THE PERIOD 1973-74 TO 1982-83

(Rupees in Lakhs)

Years	Executive Engineer-I, Tirumala	Executive Engineer-II, Tirupati	Executive Engineer-III, Tirupati	Executive Engineer-IV, Tirupati	Deputy Executive Engineer (A), Tirupati DW Stores, Tirupati	Deputy Executive Engineer, Tirumala	Executive Engineer-V, Tirumala	Executive Engineer-VI, Tirumala	Total
1973-74	-	-	-	-	-	-	-	-	-
1974-75	-	-	-	-	-	-	-	-	-
1975-76	0.08 (100.00)	25.04 (100.00)	-	-	-	-	-	-	25.12 (100.00)
1976-77	35.41 (44,262.50)	35.68 (142.49)	4.97 (100.00)	-	-	-	-	-	76.06 (302.78)
1977-78	44.31 (55,387.50)	40.55 (161.94)	18.59 (374.04)	-	-	-	-	-	103.45 (411.82)
1978-79	77.69 (97,112.50)	60.97 (243.49)	29.90 (601.60)	2.94 (100.00)	0.02 (100.00)	29.20 (100.00)	-	-	200.72 (799.04)
1979-80	78.22 (97,775.00)	64.78 (258.70)	30.27 (609.05)	37.14 (1,263.26)	-	94.29 (322.91)	-	-	304.71 (1,213.01)
1980-81	86.45 (1,08,062.50)	62.14 (174.15)	23.76 (478.06)	98.37 (3,345.91)	1.00 (5,000.00)	124.78 (427.32)	-	-	396.50 (1,578.42)
1981-82	113.05 (1,41,312.50)	92.69 (370.16)	81.84 (1,646.68)	138.84 (4,722.44)	0.49 (2,450.00)	170.02 (582.26)	15.13 (100.00)	-	613.06 (2,440.52)
1982-83	96.83 (1,21,037.50)	70.90 (283.14)	62.26 (1,252.71)	148.88 (5,063.94)	1.00 (5,000.00)	215.10 (736.64)	65.31 (404.89)	96.20 (100.00)	756.48 (3,011.46)

Note : Figures in parenthesis indicate the index numbers with 1975-76 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.



at Tirumala had been completed during the period of study.

The work of improving the existing water treatment plant for Sri Vari Pushkarani was entrusted to the National Environmental Engineering Research Institute (NEERI), Nagapur, for assessing the pollution load of Pushkarani and for suggesting improvements to the existing system by keeping Pushkarani water clean. As recommended by the NEERI, the pressure filters of the Pushkarani plant were thoroughly overhauled. The steps are being taken on permanent basis to solve the problem of pollution of the Pushkarani water.

The TTD completed a modern semi circular two-tier queue complex building¹ at Tirumala at a cost of Rs.300 lakhs. The building was constructed on the southern side of the main temple. During the year 1982-83, the administration started the construction of a fourth choultry near the filter house at Tirumala with a capacity of about 400 rooms to meet the growing demand for free accommodation of the pilgrims. Besides, the construction of nine special type

1. The Chief Minister of Andhra Pradesh declared open the modern queue complex at Tirumala on April 6, 1985.



cottages in Seshadri Nagar on full donation basis was also taken up during the year 1982-83. The administration had completed the construction of a two-floor modern tonsure centre at a cost of Rs.30 lakhs at Tirumala. This centre also provides toilet, bath room, cloak room and resting room for barbers and pilgrims.

The Division-II with headquarters at Tirupati, had to look after all the works at Tirupati. As observed from the table, the capital expenditure of this division ranged between Rs.25.04 lakhs in 1975-76 and Rs.70.90 lakhs during 1982-83 indicating an increase of 183 per cent with an average rise of 24 per cent per annum. The Division-II completed the construction works of lecturers' quarters, gymnasium building, quarters for the staff, building for the hostel of Sri Venkateswara Arts College, first floor on Home Science Block and Extension Block of Sri Padmavathi Women's College and the Central Hospital at Tirupati.

The table depicts that the capital expenditure of Division-III of Engineering Department had increased from Rs.4.97 lakhs in 1976-77 to Rs.62.26 lakhs



during 1982-83 representing more than 14-fold rise. having slight variations in the intermittant years. This division with its headquarters at Tirupati has to look after all the outside works. This division came into being during 1976-77 and had five sub-divisions located at Cuddapah, Hyderabad, Anantapur, Kakinada and New Delhi. These sub-divisions of the Engineering Department have to look after the construction of Kalyanamandapams, information centres and choultries all over the State and the works at Sri Venkateswara College in New Delhi, and the works at Rishikesh, Madras, Bangalore and Sringeri. The TTD constructed a number of choultries in various districts of Andhra Pradesh during the selected period. It is revealed that the proposal for the construction of Kalyanamandapams at various places like Guruvayur in Kerala, Nandyal, Anantapur, Mahaboobnagar, Kakinada and Hyderabad in Andhra Pradesh was accepted by the administration.

The Division-IV of the Engineering Department has to look after the work of Papavinasanam and



Akasaganga at Tirumala. The capital payments of this division had increased from Rs.37.14 lakhs in 1979-80 to Rs.148.88 lakhs in 1982-83 representing a four-fold increase (Table 4.17). The Papavinasanam scheme was meant for augmenting water supply to Tirumala Hills. A 2.5 million cubic metre gigantic project was completed at Papavinasanam in 1983-84 at a cost of Rs.3.27 crores and this had proved to be a boon to the ever water scarced hills of Tirumala. At present, the TTD is able to supply water sufficiently to the residents of Tirumala and the pilgrims as well. The Papavinasanam Project ensures the drought prone Tirumala to receive continued water supply. It was estimated that Tirumala could survive six rainless years with one good monsoon.

The Deputy Executive Engineer's (Electrical) Division attends to the maintenance of buildings, offices, choultries and residential buildings and the work of electrical installations and provision of water supply, etc., at Tirupati. As seen from the table that the capital expenditure of this division



was Rs.1 lakh during 1982-83 as against Rs.0.02 lakhs in 1978-79.

The Devasthanams Public Works Stores Department has to provide materials as and when required for the maintenance and renovation of buildings, choultries and offices. Annual white-washing and colour paintings whenever required to have good appearance for buildings are attended to by piece work contractors of this division. Necessary electrical illuminations and decorations are also attended to at festival times by the departmental staff. It can be seen from the table that the capital expenditure of the DPW Stores had a consistent rise from Rs.29.20 lakhs in 1978-79 to Rs.215.10 lakhs during 1982-83 witnessing more than seven-fold increase. This was due to the rise of cost of materials and the maintenance of buildings and offices of the TTD. The V and VI divisions of the Engineering Department were created by the administration in 1981-82 and 1982-83 respectively to look after other miscellaneous works at Tirumala. Both the divisions had incurred about Rs.65.31 lakhs and Rs.96.20 lakhs during 1982-83 on capital works.



Table 4.18 furnishes the capital expenditure of General Administration Department of Group-F. This group includes Huzur Office and Transport Wing. The Huzur Office consumed major share (91.48 per cent) of the total capital expenditure of General Administration Department followed by Transport Wing (8.52 per cent). The capital expenditure of Huzur Office is on the purchase of land, diamonds and other jewellery, etc. The capital expenditure of Huzur Office ranged between Rs.71.08 lakhs in 1973-74 and Rs.328.47 lakhs in 1982-83 having wide variations in the intermittant years. The capital expenditure of the Transport Department of Group-F had a decline in 1974-75 due to the considerable reduction of capital cost after the Transport Wing was handed over to the APSRTC. Since 1978-79, the capital expenditure of the Transport Department had a consistent rise. This was because of acquisition of lorries, cars, and other vehicles for the use of administration.

Vajra Kireetam for the Lord

The administration proposed to prepare a diamond



TABLE 4.18 : CAPITAL PAYMENTS OF THE
GENERAL ADMINISTRATION
DEPARTMENT DURING 1973-74
TO 1982-83

(Rupees in Lakhs)

Years	UNIT CODE NOS.		Total
	361	390	
	Transport	Huzur Office	
1973-74	40.44 (100.00)	71.48 (100.00)	111.52 (100.00)
1974-75	17.31 (42.80)	27.13 (38.16)	44.44 (39.84)
1975-76	34.67 (85.73)	37.31 (52.49)	71.98 (64.54)
1976-77	0.53 (1.31)	2.64 (3.71)	3.17 (2.84)
1977-78	NA	2.77 (3.89)	2.77 (2.48)
1978-79	7.54 (18.64)	20.29 (28.54)	27.83 (24.95)
1979-80	23.92 (59.14)	41.60 (58.52)	65.52 (58.75)
1980-81	37.93 (93.79)	68.97 (97.03)	106.90 (95.85)
1981-82	24.10 (59.59)	86.84 (122.17)	110.94 (99.47)
1982-83	30.58 (75.61)	328.47 (462.11)	359.05 (321.96)

Note : Figures in parenthesis indicate index numbers with 1973-74 as the base year (100).

NA : Not Available

Source : Compiled from the Annual Reports of the TTD.



crown for the Lord of the Seven Hills as the existing crown did not match the brilliance of other ornaments adorning Him. The cost of the new crown was estimated at Rs.450 lakhs¹. An amount of Rs.200 lakhs had been provided in two financial years, i.e., 1982-83 and 1983-84 for the purchase of diamonds to make Vajra Kireetam for the Lord. The TTD imported in June 1983 from Antwerp (Belgium) about 3,500 carats of cut and polished diamonds worth of about Rs.194 lakhs. The excise duty on them was about Rs.180 lakhs. Though the preparation of the Kireetam is so costly, the administration is going ahead for satisfying the sentiments of the pilgrims visiting Tirumala who naturally expect a certain pomp and show at the deity. It is hoped that Lord's crown attracts more devotees and earn more income to the devasthanams. The details of the jewellery and gold of Sri Tirumala Temple are given in Appendix 4.3.

1. It is estimated that about 12 Kg. of gold and 9,500 pieces of imported diamonds will be used in the preparation of the Lord's crown and will be ready by March 1986.

Yathiraja Rao, N., Endowments Minister, Government of Andhra Pradesh, Udayam (Telugu Daily), July 28, 1985.



The capital expenditure of educational institutions of Group-G is presented in Table 4.19. The administration is maintaining about 24 educational and charitable institutions. The capital expenditure of Group-G is mainly on the creation of fixed assets like buildings, purchase of laboratory equipment, library books, games material, furniture, musical instruments, and other fixtures, etc., in the educational institutions of the TTD. Among the educational and charitable institutions, colleges have to incur a large amount of capital expenditure. The capital expenditure of Sri Padmavathi Women's College of Tirupati rose by 103 per cent from 1973-74 to 1980-81 and had a sharp decline in the year 1982-83 by about 70 per cent. All other colleges were incurring relatively less amount of money on capital works. Sri Venkateswara Arts College (Day) of Tirupati incurred an amount of Rs.1.42 lakhs during 1982-83 as against Rs.1.31 lakhs in 1979-80, while it was not on the increase considerably in respect of Sanskrit schools, charitable and other technical institutions during the period under study.



TABLE 4.19 : CAPITAL PAYMENTS OF EDUCATIONAL INSTITUTIONS DURING 1973-74 TO 1982-83

(Amount in Lakhs)

Unit Code No.	Name of the Institution	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83
I. SANSKRIT											
371	SVSV Kendram, Tirumala	-	-	-	0.13 (100.00)	-	-	-	-	-	0.01 (7.69)
371A	SV Veda Patabala, Tirumala	0.36 (100.00)	-	-	-	-	-	-	-	-	0.01 (2.77)
376	SV Oriental High School, Tirupati	-	0.01 (100.00)	-	0.02 (200.00)	0.05 (500.00)	0.06 (600.00)	-	0.05 (500.00)	0.03 (300.00)	0.04 (600.00)
385	SV Oriental College, Tirupati	0.14 (100.00)	0.02 (14.28)	-	-	-	0.04 (20.37)	-	-	-	0.01 (7.14)
388	SVV Sanskrit College, Hyderabad	0.02 (100.00)	-	0.74 (3,700.00)	-	0.22 (1,100.00)	-	0.04 (200.00)	-	0.31 (1,590.00)	0.27 (1,350.00)
TOTAL		0.52 (100.00)	0.03 (5.76)	0.74 (142.30)	0.15 (28.84)	0.27 (51.92)	0.10 (19.23)	0.04 (7.69)	0.05 (9.81)	0.34 (65.14)	0.36 (69.23)
II. SCHOOLS											
372	SV High School, Vellore	0.17 (100.00)	-	0.55 (323.52)	-	0.09 (52.94)	-	0.11 (64.70)	-	0.01 (5.64)	0.07 (41.17)
373	SV High School, Tirupati	0.67 (100.00)	0.44 (65.67)	0.35 (52.23)	-	-	0.14 (20.89)	-	-	-	0.08 (11.94)
373A	SV Upper Primary School, Tirupati	-	-	-	0.08 (100.00)	-	-	0.01 (12.50)	-	-	0.05 (62.50)
374	SP Girls' High School, Tirupati	0.22 (100.00)	-	-	-	-	0.22 (23.91)	-	-	-	-
375	SV High School, Tirumala	-	0.15 (100.00)	-	0.01 (6.66)	-	-	-	-	-	0.17 (246.56)
377	SV Elementary School, Tirumala	0.57 (100.00)	-	-	-	0.01 (1.75)	-	-	-	-	0.04 (7.01)
379	SV School for Deaf & Blind, Tirupati	1.66 (100.00)	0.55 (33.13)	1.17 (69.55)	-	0.44 (26.5)	0.31 (19.67)	0.19 (11.44)	0.12 (7.22)	0.25 (15.06)	0.06 (37.03)
TOTAL		3.92 (100.00)	1.14 (29.57)	2.17 (54.19)	0.01 (2.25)	0.54 (13.53)	0.67 (16.79)	0.31 (7.76)	0.12 (3.00)	0.26 (6.51)	1.57 (39.34)
III. COLLEGES											
381	SPW College, Tirupati	0.78 (100.00)	-	-	-	-	0.24 (28.91)	0.73 (74.48)	1.99 (203.04)	1.99 (203.06)	1.30 (132.45)
382	SV College, New Delhi	-	-	-	-	-	-	-	-	-	-
383	SV Arts College (Day), Tirupati	3.66 (100.00)	0.26 (7.10)	0.37 (8.74)	0.26 (7.10)	-	1.25 (34.15)	1.31 (35.79)	-	-	1.42 (38.79)
384	SGS Arts College, Tirupati	0.46 (100.00)	1.29 (280.43)	0.12 (41.30)	-	0.47 (102.17)	2.04 (443.47)	0.91 (197.82)	0.56 (121.73)	0.56 (121.73)	0.31 (67.39)
386	SV College for Music & Dance, Tirupati	0.05 (100.00)	0.11 (220.00)	0.02 (40.00)	0.04 (80.00)	0.04 (80.00)	-	0.02 (40.00)	0.07 (140.00)	0.07 (140.00)	0.74 (1,480.00)
387	SV Junior College, Tirupati	1.44 (100.00)	0.46 (31.74)	0.58 (40.27)	0.26 (18.05)	-	0.27 (18.75)	0.38 (26.38)	0.19 (13.19)	0.19 (13.19)	0.34 (23.61)
389	SV Arts College (Evening), Tirupati	-	-	-	-	-	-	-	-	-	-
TOTAL		6.52 (100.00)	2.12 (32.16)	1.11 (16.84)	0.56 (8.49)	0.51 (7.73)	4.50 (68.28)	3.35 (50.83)	2.81 (42.64)	2.81 (42.64)	4.11 (62.36)
IV.											
378	SV Sculpture Centre, Tirupati	-	-	-	-	0.05 (100.00)	-	-	-	0.18 (360.00)	0.19 (380.00)
V. CHARITABLE											
391	SV Balamandir, Tirupati	-	-	-	-	-	0.17 (100.00)	-	-	-	0.03 (17.64)
392	SV Poor Home, Akkarampalle	-	-	-	-	0.01 (100.00)	-	0.03 (300.00)	-	-	0.26 (2,600.00)
TOTAL		-	-	-	-	0.01 (100.00)	0.17 (1,700.00)	0.03 (300.00)	-	-	0.29 (2,900.00)
VI. TECHNICAL											
356	SPW Polytechnic, Tirupati	-	-	-	-	-	-	1.65 (100.00)	1.46 (87.27)	0.43 (26.06)	1.26 (76.36)
356	Yoga Centre, Tirupati	-	-	-	-	-	-	-	-	-	0.34 (100.00)
TOTAL		-	-	-	-	-	-	1.65 (100.00)	1.46 (87.27)	0.43 (26.06)	1.60 (34.36)
GRAND TOTAL (I to VI)		11.10 (100.00)	3.29 (29.63)	4.22 (38.01)	0.80 (7.20)	1.38 (12.43)	5.44 (47.00)	5.38 (48.44)	4.42 (39.81)	4.02 (36.21)	8.12 (73.15)

Note : Figures in parenthesis indicate index 1973-74 as the base year (100).

Source : Compiled from the Annual Report of the TFD.



OTHER EXPENDITURE SCHEMES

The construction of choultries and cottages at Tirumala is one of the important objectives of the TTD and this activity is a never ending process. Choultries were constructed by the TTD at several places¹. Further, the TTD proposed to construct Kalyanamandapam-cum-cultural centres in all the State capitals, district and taluk headquarters and other important places in Andhra Pradesh on proportionate public contribution².

Another activity undertaken by the Engineering Department of the TTD is the renovation and construction of temples and Rajagopurams. A Sudhai Vigraham of

-
1. Srisaillam, Bhadrachalam, Kalahasti, Bastar in Adilabad district, Yadagirigutta, Ahobilam, Vemulavada, Dharmapuri, Srikakulam, Srikurmam, Arasavelli, Anthervedi, Dwaraka Tirumala, Curtalam, Rameswaram, Badrinath, Annavaram, Jonnavada, Brahmangari Matham, Komaravelli and Sringeri.
 2. According to the proposals of the administration, a Kalyanamandapam can be constructed at any State capital at a cost of Rs.25 lakhs, if the sponsorer provides a suitable site of not less than one acre of land at free of cost. Any district headquarters of Andhra Pradesh can have the TTD Kalyanamandapam of Rs.15 lakhs provided a suitable site of not less than two acres is offered to the Devasthanams. A Kalyanamandapam can be got ready at a cost of Rs.7.50 lakhs in a taluk headquarters or any important place in the State of Andhra Pradesh if the sponsorer provides a suitable site of not less than one acre of land and 50 per cent of the cost of construction mobilised from public contributions.
- Office of the Executive Engineer, TTD, Tirupati.



Lord Anjaneya of 18' height was installed in front of the administrative building of the devasthanams at Tirupati. A Garudalwar of 24' height at the Alipiri Circle in front of the toll-gate and Sudhai Vighram of Anjaneyaswamy of 40' height at the Seventh Mile in Tirupati Tirumala footpath were installed. Similarly, a huge Nandi at Kapilathirtham junction and the Gito-padesam sculptural work at Tirumala had been executed. These have become attractions to the tourists.

The TTD introduced many endowment schemes¹ with the approval of Andhra Pradesh Government in recent years which provide an opportunity to the donor pilgrims for participating in the rituals in Sri Vari Temple and give them a chance to lend their helping hand to charitable activities of the administration.

-
1. The Schemes introduced are: (1) Temple construction and Financial Aid Scheme, (2) Sri Venkateswara Nitya Anna Dana Endowment Scheme, (3) Sri Venkateswara Nitya Laddu Dana Endowment Scheme, (4) Udayasthamana Sarva Seva Scheme, (5) Balaji Archana Scheme, (6) Sahasra Deepalankara Seva Scheme, (7) Construction of Cottages under Donation Scheme, (8) Sri Venkateswara Endowment for Physically Handicapped, (9) Subsidy Scheme; and (10) Scheme for propagating Hindu religion.



A review of the above analysis reveals some observations which help in giving some suggestions for reducing the expenditure without disturbing the existing schemes of the TTD and for improving its financial administration. A close study of the finances of TTD reveals that the problem is not so much with the availability of funds but it is with the management of finances effectively for the performance of the objectives of TTD and for the overall satisfaction of pilgrims whose offerings are only the source of finance to the administration.

The expenditure (revenue and capital) of all the TTD establishments had increased from Rs.918.46 lakhs in 1973-74 to Rs.2,801.20 lakhs during 1982-83 representing more than three-fold rise. The revenue expenditure rose sharply from Rs.702.76 lakhs in 1973-74 to Rs.1,605.46 lakhs during 1982-83 indicating an average annual growth rate of 12.80 per cent. It is found that Sri Tirumala Temple of Group-A ranked first followed by Service Departments for pilgrims (Group-D) in terms of incurring revenue expenditure.



The General Administration Department (Group-F) and the Engineering Division of Group-E ranked third and fourth in spending revenue expenditure of the administration. It may be noted that pay and allowances of the staff accounted for a large share of the revenue payments. There were nearly 7,000 people working in all the TTD establishments during 1982-83 with a salary bill of Rs.571.17 lakhs as against Rs.193.35 lakhs in 1973-74 representing an increase of 195 per cent during this period. It is significant to note that about 16.40 per cent of the total income and 20.39 per cent of the total expenditure was spent on establishment charges during 1982-83.

It is observed that the rates for various sevas were fixed not in consonance with the schedule of estimates but by adopting techniques of arithmetic additions. As seen in the analysis, the arjitam and dittam expenditure shown in the accounts is a major part of the total cost which should include several indirect costs like administrative expenses and overheads, etc. It is suggested that a scientific method may be evolved



in fixing the rates of arjita sevas taking all other costs relating to these sevas into consideration. Otherwise, the public will have an impression that the TTD is run with a commercial motive. In fact, the Hindu Religious Endowments Commission referring to the management of the affairs of the TTD observed: "In the first place, scrupulous care should be exercised that the ever expanding activities of the temple resulting undoubtedly in enhanced incomes and prestige should not leave any right or wrong impression in the minds of the devotees that the temple is run with a commercial or profit making slant"¹.

The proktam in other words called prasadams (laddu, vada and appam) are prepared in the temple kitchen and are available for sale to the pilgrims. The laddu is sold at Rs.3 each. During 1982-83, it was noticed that they were sold more than the cost price. This is evidenced from the fact that the administration has realised a surplus revenue of Rs.60 lakhs in 1982-83 over its expenditure. However,

1. Hindu Religious Endowments Commission Report, November 1962, p.516.



during 1984-85, it was found that laddus were sold to the devotees at less than the cost price. The TTD administration explained that the cost of preparation of laddu was considerably increased due to the rise in the prices of ingredients that were used in the preparation of laddus. As a result, it was estimated that the cost of preparation of laddu had gone up from Rs.3 to Rs.4.04 each. However, the administration has not raised the price of laddu during 1984-85.

Now, the TTD intends to enhance the price of laddu from the present Rs.3 to a record level of Rs.5.15 each by adding costly spices in its preparation as the latest cost sheet worked out by the administration has pushed up the cost of laddu. However, it may be noted that the TTD has not so far taken any decision on this aspect. It may be suggested that the administration may fix the price of laddu at Rs.5 each by maintaining perfect quality and size. The pilgrims usually would not bother to pay more for laddu provided its quality is improved. Those who used to take more laddus in the past will hereafter purchase few laddus with considerable satisfaction.



However, there is a strong criticism from the public in recent years that there has been a considerable decline in the quality and size of laddu prepared at Tirumala Temple. This criticism can be avoided by initiating sincere efforts by the administration to restore age-old quality and size of laddu.

The livestock section of Sri Venkateswara Dairy Farm, Garden Department and Forest Department of Group-C are not intended to be a source of revenue for the administration. It is inevitable to maintain the animals like elephants, horses and bulls to add pomp and splendour and provide paraphernalia at the processions of the Deities of several temples of the TTD. However, some income was derived from the sale of milk to various temples and to others. It is equally important for the administration to have Garden Department for supplying flowers to the various temples of the TTD.

The Vigilance Department functions as ears and eyes of the TTD. It may be noted that the maintenance of Vigilance Department is an indisputable necessity



to provide security to the valuable properties of the temple, to safeguard the lives and belongings of the pilgrims and to maintain law and order. It is found that there had been malpractices of the employees and exploitation of pilgrims by unscrupulous persons at Tirumala. It is suggested that necessary steps should be taken by the administration to improve the efficiency of the Vigilance Department.

It is observed that running of canteens is not profitable to the administration. Despite the canteens are run on modern lines, the food and services provided by them are found to be not upto the mark. It is suggested that the administration has to take steps to improve the quality of foodstuffs served in canteens.

Among the several functions of the TTD, maintaining public health in the Tirumala Hills is perhaps the most important. As the number of pilgrims visiting Tirumala increases over the years, the administration should allocate more amount of money on health and sanitation in addition to the present allowable



funds. The public conveniences and cubicles may be constructed for the use of pilgrims who do not receive accommodation particularly during Brahmotsavam and other peak seasons. DDT spraying and other sanitary arrangements should be regularly undertaken by the health staff at Tirumala.

The press is regarded more as an adjunct to administration than as an independent commercial establishment. Mainly because of this disposition, the press is not generally allowed to take outside orders thus making the press operating at less than its capacity. The press is in a position to accept outside orders without significant addition to expenditure. In fact, TTD could have provided the press with more work if the propaganda and publicity departments (Srinivasa Mission, HDRS and Information Centres) and the press are coordinated. It is suggested that the administration may allow the press to accept outside orders provided it has time to do. It is found that the amount of unsold stock of publications of TTD is significant. It is suggested that the administration



can dispose of the stocks by offering large discounts and concessions. The financial position of TTD does not affect with the offer of discounts on books.

The capital expenditure of TTD had ranged between Rs.215.70 lakhs in 1973-74 and Rs.1,195.74 lakhs during 1982-83. The Engineering Division topped the list in terms of spending capital expenditure among all groups followed by the General Administration Department. The construction of choultries, cottages and other buildings, machinery and equipment, electrical installations and other capital works had comprised a major share of the total capital expenditure. It is observed that the maintenance of the Engineering Division constituted about 36 per cent of the total expenditure of TTD.

The Engineering Division is one of the expanding departments of the administration having six divisions with two other independent divisions. Its capital expenditure rose from Rs.215.70 lakhs in 1973-74 to Rs.1,195.74 lakhs during 1982-83. The division had completed many capital works such as the construction of



choultries, quarters, central hospital, central canteen, administrative building, kalyanamandapams and Papavinasanam Dam, etc., at Tirumala and Tirupati during the selected period. It is no doubt that the Engineering Division has been strengthened in recent years. It is found that delays are taken place in the execution of works. It is suggested that a time-bound programme in execution of works should be drawn up by the division and the delays caused in final check measurements should be eliminated. Added to this, adequate attention must be paid to settle the accounts of such works expeditiously. Proper guidelines should be evolved in the matter of execution of works, scrutiny of bills, supplies of material, verification of stores and reconciliation, etc.

Need for Income Tax Exemption for TTD

The TTD as a charitable organisation enjoyed exemption from payment of income tax to the Government of India till the assessment year 1983-84. However, the Government of India did make an attempt to impose income tax on TTD for the year 1984-85¹. But at the

1. The Hindu, March 1, 1984.



instance of the then Prime Minister, the Government had exempted the TTD from payment of income tax for that year. Again, when TTD sought exemption of income tax payment from the Central Board of Direct Taxes, Ministry of Finance, the Government has accorded exemption to the TTD for the assessment years 1985-86 and 1986-87¹.

In fact, Section 2(15) of the Income Tax Act 1961 defines charitable purpose as including relief of the poor, education, health and advancement of any other object of general public utility not carrying on any activity of profit. This is, however, supported in Article 27 of the Indian Constitution as 'no person shall be compelled to pay any taxes, the proceeds of which are specifically appropriated in payment of expenses for the promotion or maintenance of any particular religion or religious denomination'². As the TTD is undoubtedly a true charitable institution

1. Ibid., May 7, 1985.

2. Varadachari, V.K., 'The Laws of Hindu Religious and Charitable Endowments', Eastern Book Company, Lucknow, 1977, p.323.



serving to the cause of poor and destitutes, it is suggested that the Government of India should accord permanent exemption to the TTD from payment of income tax. In the event of the Government not excluding TTD from income tax exemption for the assessment year 1987-88, the TTD has to pay tax on the sale of prasads, special darshan tickets and paid sevas. The income from temple hundi would, however, remain tax free as it has been declared as Corpus Fund which is exempted under the Income Tax Act.

It is observed that Transport Wing of the administration was unremunerative. However, the maintenance of the wing is inevitable for the use of administration. It is noticed that the vehicles were misused and there had been cases of misappropriation of petrol and spare parts in the Transport Wing. It is suggested that the administration should take stringent measures against the persons responsible for misuse of the materials of the Transport Wing. Individual responsibility should be fixed on the Foreman and other supervisors in the Transport



Department to prevent malpractices. Further, it should see that the officers and other staff of devasthanams use its vehicles only for official purposes.

It is observed that the administration of this affluent institution was complacent when the employees were recruited in large number. Further, the strength of employees in some of the sections and departments of the TTD was over and above the required level. The administration may be advised not to go for further recruitment of personnel in various departments at least in the five years to come. The services of the existing employees can be used effectively by consolidating the existing schemes in the organisation. This may help in reducing the per head establishment charges of the TTD.

The popular image of the TTD as an agency to promote educational institutions cannot be substantiated merely on the basis of its expenditure on education. It is observed that more money was spent on colleges than on High Schools and other institutions imparting Sanskrit education and the expenditure on primary education was



also lesser. More funds are to be allocated by the administration on primary and secondary education and on institutions imparting Sanskrit education.

It may be suggested that the TTD may sanction grants to academic bodies for the purpose of conducting studies on religion and vedas. Grants may be made to some of the universities and other established institutes where such programmes exist or which propose to undertake such studies. The TTD may also institute religious chairs in its name in some of the universities in Andhra Pradesh by providing Rs.5 lakhs each as was done by State Bank of India and Andhra Pradesh State Road Transport Corporation.

The FA & CAO is responsible for keeping regular accounts of all receipts and disbursements for each financial year of the TTD and in the preparation of annual budget. It is found that planning and budgeting functions are presently performed by adopting anachronic techniques of simple arithmetic additions on wild guesses and unscientific perceptions and generalisations. Much of the initial decision making is also



done at the clerical level which is generally accepted without much questioning at the higher levels in the hierarchy. It is suggested that a Planning and Development Cell should be set up which may be manned by professionally qualified people well versed in techniques of planning and budgeting. The use of modern techniques and tools of management of finances has to be stressed. The channel of internal communication between the proposed Planning and Development Cell and the Executive Officer of the TTD should be direct and simple. It must be ensured that superficial layers in the organisational hierarchy are removed.

At present, both the pre and post audit of the TTD accounts are being conducted by the Local Fund Audit Department of the State Government. This system is found to be lopsided and ineffective as the excess payments, wrong payment of bills and irregularities are not brought to light and sometimes they cannot be identified. There is a possibility for misusing the funds of the devasthanams. Therefore, it may be suggested that the post audit work should be entrusted to the



Accountant General's Department of the Central Government to ensure accurate maintenance of accounts of the organisation. The pre-audit may, however, be continued by the Local Fund Audit Department of the State Government. This is desirable to introduce a system of check and counter-check by two independent authorities in its accounting machinery for its fool-proof functioning. It may be suggested that the administration should create an 'Account/Audit Flying Squad' manned by personnel, independent of the TTD to make surprise checks on all TTD institutions. This will certainly facilitate early and effective detection of malpractices in financial transactions and stocks in the organisation.

The cost accounting is developed primarily for determining product costs in manufacturing processes. It is also used to determine the cost of service activities¹. In profit making enterprises, cost accounting is an essential aid to maximise the profits. However, the system of cost accounting is not present in charitable institution like the TTD. It is suggested that the

1. Roderick K. Macleod, 'Program Budgeting Works in Non-Profit Institutions', Harvard Business Review, p.60.



TTD may use the techniques of cost accounting in its administration. It will possibly serve three purposes, viz., efficiency and cost control, planned use of funds and pricing of goods and services. The techniques of cost accounting can be used to set standards and measure the performance of various departments of the administration. Clerical and record keeping operations, medical services, accommodation, canteens, prasadams, press, engineering department and other pilgrim services are some of the areas where the techniques of cost accounting can be used by the administration for careful planning and to achieve maximum efficiency by regulating unnecessary expenditure. It is suggested that a Chief Cost Accountant may be appointed in the TTD administration to look after the operations of the cost accounting and to make an ongoing basis cost analysis of various operations and cost effectiveness of various establishments.



APPENDIX 4.1 : DETAILS OF GARDENS OF THE DEVA-
STHANAMS DURING 1982-83

I. AT TIRUMALA:

Flower Gardens:

1) Ramabagicha Garden	..	8 Acres
2) Ananthapalligunta Garden	..	7 "
3) Horticultural Farm	..	10 "

Ornamental Gardens:

4) T.B.Gardens including VVC and NGC area	..	50 "
5) Sanku, Chakra Garden	..	5 "
6) Sankumitta Park	..	3 "
7) Doli Mantapam Garden, NC Circle Garden, Bus-stand Mitta Garden	..	10 "
8) Seshadrinagar Park	..	4 "
9) Road Side Garden	..	6 "
10) Garudadrinagar Park and Circle	..	4 "
11) ANC Valley View Garden	..	-
12) SP Guest House Garden	..	-
13) Papavinasanam Dam Site Garden	..	-

II. AT TIRUPATI:

Flower Gardens:

14) Plot at Dairy Farm	..	10 Acres
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15) PAT Garden	..	3 Acres
16) Mangapuram Garden	..	2 "

Ornamental Gardens:

17) Sri Venkateswara Arts College Garden	..	5 "
18) Padmavathi Guest House Garden	..	4 "
19) Executive Officer's Quarters Garden	..	2 "
20) SPW College Garden	..	10 "
21) Administration Building Garden	..	4 "
		<hr/> 147 Acres <hr/>

Source : Office of the Gardens' Superin-
tendent, TTD, Tirupati.



APPENDIX 4.2 : DETAILS OF THE BOOKS PUBLISHED UNDER
THE DEVASTHANAMS FINANCIAL ASSISTANCE
SCHEME DURING 1979-80 TO 1982-83

Name of the Author	Title of the Book	Aid Sanctioned
		Rs.
1) V.V.Narasimhachari, Kakinada	Andal Tiruppavai	500
2) R.Venkataratnam, Madras	Mrudanga Potadarsa	1,924
3) V.V.Narasimhachari, Kakinada	Ramanuja Darshan	1,620
4) P.Ayakudi Subramania Sastry, Madurai	Srimad Bhagavatham	3,890
5) C.Seetharamamurthi, Kakinada	Ayodhya Kanda	4,000
6) Mrs.K.N.Sarswati, Madras	Ududasa	4,000
7) R.G.Gundu Rao, Bangalore	Vedic Philosophy	3,000
8) P.N.Krishnamachary, Madras	Paramatma Bhangam (Sanskrit)	5,000
9) K.Bharadwaja, Delhi	The Philosophical Study of the Vishnu in Puranas	5,000
10) P.Nagaraja Rao, Madras	Thought of Omni Sense	2,000
11) P.Krishnamoorthy, Eluru	Rudra Namakam	750
12) C.Sitaramamoorthy, Visakhapatnam	Valmiki Ramayanam	3,700
13) K.V.Acharya, Kurnool	Mahabharatha and Vellialations	5,000

contd...



Name of the Author	Title of the Book	Aid Sanctioned
		Rs.
14) G.B.Joshi, Gadag	Sri Raghavendra : His Life and Works	2,400
15) K.A.Venkatachary, Bombay	Thiruvaimoli Trans- lation from Tamil to English	5,000
16) K.Satyamurthi Iyengar, Gwalior	Stotraratnam	5,000
17) R.Manian, Madras	Quest Eternal	3,146
18) T.Krishnaswamy, Tiruchanoor	History of Tirumala Tirupati - Temple of Sri Venkateswara	4,000
19) Sri Sangam Rama- chandra Rao, Madras	Secret Tapas	5,000
20) M.Venkata Reddy, Secunderabad	Hatha Ratnavali	5,000
21) S.R.Raghothama- charya, Madras	Dwaitha Siddantha Saramu	4,510
22) C.Sitaramamurthy, Vizag	Aranya Kanda, Kishkinda Kanda	3,740
23) C.V.Sitarama Iyer, Kodambam Kanchi	Sahasramantra Sara (Sanskrit) Sangraha - Vol.I	5,000
24) G.V.Chalapathi Rao, Machilipatnam	Ramdas of Bhadra- chalam	700
25) V.Rangaswamy Iyengar, Tiruchanoor	Sri Venkatesa Sri Vedanta Desika Dayasatakam	2,550
26) V.Kameswara Rao, Tirupati	Lepakshi Temple	5,000

contd...



Name of the Author	Title of the Book	Aid Sanctioned Rs.
27) B.Venkateswarlu, Kakinada	Final Steps to God	5,000
28) U.D.Prasada Rao, Rajahmundry	Athmas Experiment	950
29) C.Sitarama Moorthy, Vizag	Sundarakanda	4,000
30) B.Venkateswarulu, Kakinada	Ancient Indian Saints	4,330
31) R.S.Kannan, Madras	Gleanings from the Hindu Thoughts on Omni Science	1,710
32) K.B.Archak, Dharwar	Sankara and Madhava on the Isavasyo- panishad	2,970
33) V.Kameswara Rao, Tirupati	Vijaya Nagara Paintings	5,000
34) V.V.Narasimhachary, Kakinada	Andal Tiruppavai	500
35) M.T.Dhoopad, Bangalore	Krishnattom	2,200
36) G.M.Jagtrani, Bombay	Hindu, Hinduism, Hindustan	1,490
37) K.V.Krishnamachari	Yadunandam	2,180
38) G.Sundararamaiah, Visakhapatnam	1) The Philosophical Study of Mystic of Sankara	3,284
	2) The System of Vedanta	4,133
39) R.V.Raghavan, Bombay.	Sri Vishnu Sahasra- namam	5,000
40) R.K.Das, Orissa	Bhuvaneswar and its Environs	4,490

contd....



Name of the Author	Title of the Book	Aid Sanctioned
		Rs.
41) Gaudiya Math, Madras	The Twelve Essential Upanishad-I Vol.	5,000
	The Twelve Essential Upanishad-II Vol.	5,000
42) V.Rangaswamy Iyen- gar, Tiruchanoor	Narayana, The Supreme Lord	1,166
43) S.Ramakrishna Rao, Madras	Sampoorna Sundara- kanda (Nail Art)	5,000
44) R.V.Raghavair, Bombay	Sri Vishnu Sahasra- namam	5,000
45) C.Sitaramamoorthy, Vizag	Yuddakanda	5,000
46) M.Arunachalam, Kumbakonam	Two Saivagamas	2,806
47) A.V.Subramanian, Madras	Waves from the Chandogya	2,970
48) G.V.Chalapathi Rao, Machilipatnam	Sri Venkatachala and its Glory	5,000
49) K.K.V.Venkatachari, Bombay	The Holy Life of Azhvars	5,000
50) V.Rangaswamy Iyen- gar, Tiruchanoor	A Treatise on Hinduism	1,296
51) Director of Publi- cation. The World Teachers Trust, Visakhapatnam	Our Heritage	4,700
52) V.Mahadevan, Trichi	Mind and Other Stories	2,158
53) I.V.Rangacharya, Hyderabad	Yogi Vemana's Pearls of Wisdom	724

contd...



Namd of the Author	Title of the Book	Aid Sanctioned
54) A.V.Suryanarayana, Hyderabad	Bhagavindam	Rs.3,188
55) Bulusu Venkates- warlu, Kakinada	Lives of Ancient Indian Saints	Rs.5,000

TTD OWN PUBLICATIONS

- 56) Political Implications and Untouchability
- 57) Tirupati Guide Folder
- 58) Pilgrimage to Tirumala/Tirupati
- 59) Harischandra
- 60) Wise Minister and Other Stories
- 61) Sri Venkateswara
- 62) Karadama and Devahuti
- 63) Vishnu Sahasranamam 999 Names
- 64) A Hand Book of Hindu Religion

Source : Office of the Executive Officer,
TTD, Tirupati.



APPENDIX 4.3 : DETAILS OF SOME OF THE JEWELLERY
AND GOLD OF SRI TIRUMALA TEMPLE

- 1) One big Gemset Kireetam with all Navarathnams measuring 2.5' height and 13" diameter.
- 2) Gold Padakavachamulu
- 3) Gold Andela Jeda
- 4) Gold Molatradu
- 5) Gold Kantelu
- 6) Gold Mohanamala Gundlu
- 7) Gold Simhasanams and Peetams for Malyappaswami Varu
- 8) Gold Kavachams to Rama, Sita and Lakshmenaswami
- 9) Diamond set Karnapatrams to Mulavaru
- 10) Gemset Vaikunta Hastham to Mulavaru
- 11) Gold Kalasam of Gollamantapam
- 12) Gold Chain to Sri Bhoga Srinivasa Murthy
- 13) Sri Vari Gold Koluvu Makarathoranam
- 14) Gold Dakshinavruta Sankam and Sankamala for Mulavaru
- 15) Gold gilded Dwajastambham, Balipectam, Garudaseva Padam, Pedda Sesha Vahanam, Asthana Peeta, two Abhisheka Peethams, two Tiruchilu and four Tandulu.
- 16) Gold gilded copper Kalasams for Padikaviligopuram
- 17) Gold Gilded Kalasams of New Gopuram
- 18) Gold gilded copper plate of the renovated Vimanam of Garudalwar
- 19) Gold gilded Bangaru Vakili
- 20) Gold articles for Mahasamprokshana
- 21) Gold Uddharani for giving theertham
- 22) Gold Saligrama Haram and Pasadams of Sri Varu
- 23) Gold Sri Satagopam



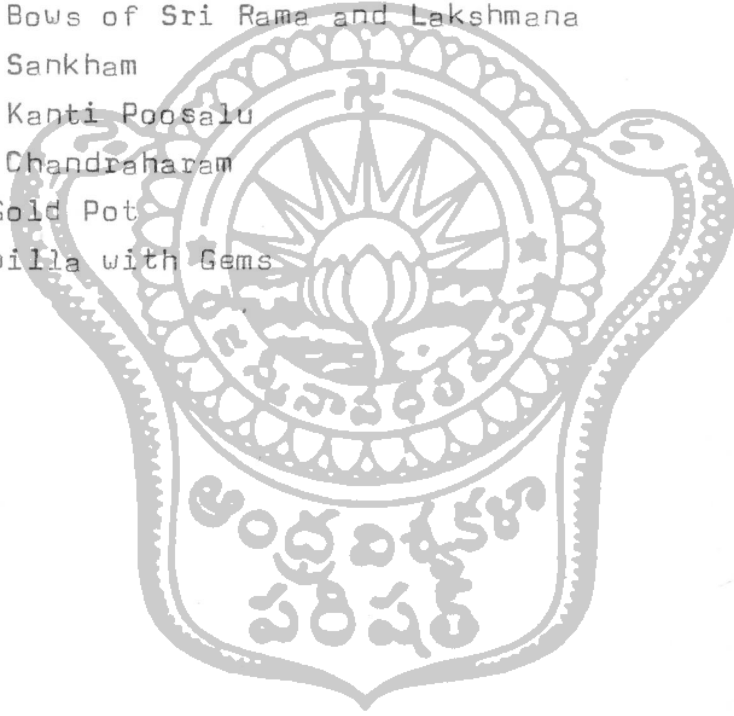
- 24) Gold Kasuladanda
- 25) Gold Sakhu Chakra Kavachamulu
- 26) One Gold Chain with Dollar inscribed with 'Sri Lakshmi' with Gundu hanging to the dollar for Sadasamarpana
- 27) Newly made gemset Karnapathrams
- 28) Gold Dwadasinama Pendant
- 29) Malayappaswami Utsavarlu Padmamulu with Peetam
- 30) Kati Hastam with two eyelets and upto elbow Vaikunta Hastham with two eyelets
- 31) Malayappa Kireetam Nagas and floral works
- 32) Sri Devi Ammavari Kireetam with Nagas floral works
- 33) Sri Bhudevi Ammavari Kireetam with Nagas floral works
- 34) Sri Devi Ammavari right hand gemset upto shoulder and down to fingers with six eyelets
- 35) One Golden Parrot with two Red Stones
- 36) One Diamond Neklace
- 37) Two Gold Mangalyam to Sri Devi and Bhudevi (Utsavarlu)
- 38) Bhujabindu Jewellery with Gem
- 39) Makarakanti Nagas - 33
- 40) Plantinum Neklace
- 41) Gold Koluvu Tatta
- 42) Gold Koluvu article
- 43) Two Gold Latches
- 44) One pair Bajibanthu
- 45) One pair flat Diamond Pogula with Gold Chain attached to each
- 46) Gemset Sirobhushanam
- 47) Gemset Thalukula Haram containing 50 gemset thalukulu on either side with one rectangular flat diamond art pendant with an Emerald.



- 48) Gem Papata Bottu
- 49) Vajra Kavacham Tirukkoram Naga
- 50) Muthyala Vyramudi
- 51) Gold gilded Muthyala Patcha Manulu and Kempu manulu
- 52) Muthyala Patteda
- 53) Gandaberunda Patakam Naga
- 54) Gold gilded Padmapeetham
- 55) Suryaharam Naga
- 56) Aparanji Seemakamalalu
- 57) Gold Mamidi Pindelu
- 58) Nagabharanam of Katinastham
- 59) Gold Uttarajandhyam
- 60) Sankham with Gem
- 61) Chakram with Gem
- 62) Gold Peetambaram
- 63) Gold Yagnopaveetham
- 64) Gold Aparanji Vadranam
- 65) Gold Tulasi Haram
- 66) Gemset Vaikunta Hastham
- 67) Gold Sahasranama Mala
- 68) One gold chain with dollar inscribed with Sri Lakshmi with Gundu hanging to the dollar for Sadasamarpana
- 69) Gemset Karnapatrams
- 70) For tying original Sanku and Chakram of Moolavarlu gold string
- 71) Tonganta Patakam of nine gems
- 72) Addigebettu Dekhi Sannakempula Naga
- 73) Patteda with Gems
- 74) One Gold Kalikithurai



- 75) Neklece containing Semakamalamulu
- 76) Gold Kasula Mala
- 77) Gold Umbrella with Wodden Post with Silver sheets
- 78) Gold Vakshastalam
- 79) Gold Siraschakram
- 80) Gold Mangalasutrala Chain
- 81) Gold Bows of Sri Rama and Lakshmana
- 82) Gold Sankham
- 83) Gold Kanti Poosalu
- 84) Gold Chandraharam
- 85) One Gold Pot
- 86) Jadabilla with Gems



CHAPTER 5

OPINIONS OF THE PILGRIMS ON TTD SERVICES

The TTD is the richest religious institution in the country. Probably no place of worship anywhere in the world would attract as many pilgrims and receive as much revenue as the temple of Lord Venkateswara in Tirumala. Over 25,000 pilgrims visit Tirumala every day. The chief objective of the TTD administration is to provide all facilities to the pilgrims for a comfortable stay at Tirumala and Tirupati and worship the Lord with full devotion. Pilgrim satisfaction has always been the barometer for measuring the efficiency and purposefulness of the administration of the TTD. It is one of the important issues which receives utmost attention of the administration. During the last one decade, there has been a phenomenal increase in the influx of pilgrims to Tirumala Temple.



Tirumala is a well planned and efficiently run pilgrim resort, the only one of its kind in the country. As reported by one of the North Indian pilgrims, "Nothing could have prepared me for the view ahead of me. Even the staunchest believer admits that Hindu pilgrim centres are unbelievably crowded, dirty and unhygienic. To see this, neat, orderly and peaceful temple town was like stepping into another world"¹.

Since pilgrim satisfaction is the most important criteria to measure the efficiency of the organisation, an attempt was made to elicit the views of the pilgrims about the amenities provided to them by the administration and their attitude to various aspects of the TTD. A structured questionnaire² was canvassed at random among 200 pilgrims who were drawn from different regions and states. The pilgrims were interviewed at Tirumala and Tirupati and their opinions

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1. Kamal Aurora, 'A Northern Pilgrim at Tirupati', Indian Express, December 17, 1979, p.7.
 2. The questionnaire canvassed for pilgrims is furnished in Appendix 5.1.



were sought on various points. To the extent possible, care was taken to include cross section of pilgrims from different walks of life covering sufficiently all states in the country. In most cases, men were interviewed as it was found that majority of the womenfolk had not come alone to Tirumala without their male companions. Most of the respondents interviewed were active and energetic and responded with alacrity to the questionnaire.

Table 5.1 presents the State-wise classification of pilgrims who were interviewed. Of the total 200 pilgrims interviewed, about 40.50 per cent belonged to the State of Andhra Pradesh in which the temple is located followed by the neighbouring State of Tamil Nadu which accounted for about 26 per cent. About 21.50 per cent pilgrims were from North India. This category also included the pilgrims of other countries who were very few in number. The rest of 12 per cent pilgrims belonged to the State of Karnataka. Most of the pilgrims who came from North India and other States were from places like Lucknow, Varanasi, New Delhi, Pune, Nagapur, Cuttack, Berhampur, Jaipur, Guwahati, Calcutta, Bombay and Ahmedabad.



TABLE 5.1 : STATE-WISE CLASSIFICATION OF PILGRIMS

State	Number of Pilgrims	Percentage to Total
Andhra Pradesh	81	40.50
Tamil Nadu	52	26.00
Karnataka	24	12.00
North India and Abroad	43	21.50
TOTAL	200	100.00



An enquiry into the age of pilgrims reveals that a large number of pilgrims were in the age group of 51-60 years. Table 5.2 shows that 46.50 per cent of respondents were in the age group of 51-60 years followed by the age group of 41-50 years (28.50 per cent), 31.40 years (10.50 per cent) and above 60 years (nine per cent). Only about 11 respondents (5.50 per cent) were in the age group of 21-30 years. Among the respondents in the age group of 51-60 years, about 40.87 per cent of 93 pilgrims were from the State of Andhra Pradesh followed by 26.88 per cent respondents from Tamil Nadu.

An attempt has been made to ascertain into the educational background of the pilgrim respondents. It can be seen from Table 5.3 that about 30 per cent of the respondents had studied upto collegiate education. Nearly 21.50 per cent of the respondents were illiterates and 21 per cent pilgrims reported that they had education upto primary level. Only nine per cent of the respondents had education upto post-graduate level. It can be observed from the table that the percentage



TABLE 5.2 : AGE OF THE PILGRIMS

State	21 - 30	31 - 40	41 - 50	51 - 60	61 and above	Total
Andhra Pradesh						
H	4 (4.93)	6 (7.40)	23 (28.39)	38 (46.94)	10 (12.34)	81 (100.00)
V	(36.37)	(28.57)	(40.35)	(40.87)	(55.57)	(40.50)
Tamil Nadu						
H	2 (3.84)	4 (7.69)	18 (34.61)	25 (48.10)	3 (5.76)	52 (100.00)
V	(18.18)	(19.04)	(31.57)	(26.88)	(16.66)	(26.00)
Karnataka						
H	3 (12.50)	5 (20.83)	3 (12.50)	11 (45.84)	2 (8.33)	24 (100.00)
V	(27.27)	(23.82)	(5.26)	(11.82)	(11.11)	(12.00)
North India and Abroad						
H	2 (4.65)	6 (13.95)	13 (30.23)	19 (44.20)	3 (6.97)	43 (100.00)
V	(18.18)	(28.57)	(22.82)	(20.43)	(16.66)	(21.50)
TOTAL						
H	11 (5.50)	21 (10.50)	57 (28.50)	93 (46.50)	18 (9.00)	200 (100.00)
V	(100.00)	(100.00)	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



TABLE 5.3 : EDUCATIONAL BACKGROUND OF THE PILGRIMS

State	Illiterate	Primary Education	Secondary Education	Collegiate Education	Post Graduation/Professional Education	Total
Andhra Pradesh	H 18 V {22.22} {41.87}	21 {25.95} {50.02}	19 {23.45} {51.37}	17 {20.98} {28.33}	6 {7.40} {33.35}	81 {100.00} {40.50}
Tamil Nadu	H 11 V {21.15} {25.58}	9 {17.30} {21.42}	8 {15.38} {21.62}	19 {36.56} {31.68}	5 {9.61} {27.77}	52 {100.00} {26.00}
Karnataka	H 5 V {20.83} {11.62}	6 {25.00} {14.28}	3 {12.50} {8.10}	8 {33.34} {13.33}	2 {8.33} {11.11}	24 {100.00} {12.00}
North India and Abroad	H 9 V {20.93} {20.93}	6 {13.95} {14.28}	7 {16.27} {18.91}	16 {37.23} {26.66}	5 {11.62} {27.77}	43 {100.00} {21.50}
TOTAL	H 43 V {21.50} {100.00}	42 {21.00} {100.00}	37 {18.50} {100.00}	60 {30.00} {100.00}	18 {9.00} {100.00}	200 {100.00} {100.00}

H denotes percentage to horizontal total

V denotes percentage to vertical total



of literacy rate was more in Tamil Nadu and North India when compared to the States of Andhra Pradesh and Karnataka.

An enquiry was made to know the reasons, occasions and frequency of visits made by pilgrims to Tirumala. When asked about this, the respondents gave different reasons and occasions for making their trips to Tirumala. As seen from Table 5.4, about 32.50 per cent respondents have revealed that they usually visit Tirumala during summer and most of them have emphatically replied that they would certainly visit Tirumala once in a year. One of the reasons cited by them for visiting Tirumala during summer is that their children would have vacation. Some respondents who constituted 27 per cent of the total have expressed that they would visit during Brahmotsavam and other temple festive occasions at Tirumala. About 14 out of 81 respondents from Andhra Pradesh have reported that they would undertake a trip to Tirumala on the occasion of the performance of their son's or daughter's marriage or on the conduct of any other function at their houses. It is observed that



TABLE 5.4 : OCCASIONS FOR MAKING VISIT TO TIRUMALA TEMPLE

State	On New Year's Day	Summer Vacation	Son's/ Daughter's Marriage	Brahmo- tsavam and other fes- tive occa- sions	Other Reasons	Total
Andhra Pradesh						
H	11 (13.58) (42.32)	25 (30.87) (38.48)	14 (17.28) (40.01)	22 (27.16) (40.75)	9 (11.11) (45.00)	81 (100.00) (40.50)
V						
Tamil Nadu						
H	7 (13.46) (26.92)	17 (32.70) (26.15)	9 (17.30) (25.71)	14 (26.93) (25.92)	5 (9.61) (25.00)	52 (100.00) (26.00)
V						
Karnataka						
H	3 (12.50) (11.53)	8 (33.34) (12.30)	5 (20.83) (14.28)	6 (25.00) (11.11)	2 (8.33) (10.00)	24 (100.00) (12.00)
V						
North India and Abroad						
H	5 (11.62) (19.23)	15 (34.91) (23.07)	7 (16.27) (20.00)	12 (27.90) (22.22)	4 (9.30) (20.00)	43 (100.00) (21.50)
V						
TOTAL						
H	26 (13.00) (100.00)	65 (32.50) (100.00)	35 (17.50) (100.00)	54 (27.00) (100.00)	20 (10.00) (100.00)	200 (100.00) (100.00)
V						

H denotes percentage to horizontal total

V denotes percentage to vertical total



about 13 per cent of the total respondents have expressed that they would make it compulsory to visit Tirumala on New Year's Day of every year. Further, 10 per cent of the respondents have given varied reasons for their visits to Tirumala temple and some of them have stated that they would visit Tirumala not only for having darshan of Lord but also to enjoy the natural beauty of Tirumala by staying two or three days. Some of the respondents have stated that they do not have any hard and fast rule in visiting Tirumala. It is revealed by a few pilgrims that they would visit this shrine twice a year. It is evidenced from the discussion with the pilgrims that though the respondents have given different reasons and occasions to visit Tirumala, it is noticed that they are well prepared to visit this temple at any time except in rainy season.

An opinion was sought on whether pilgrims used to make a stop at Tirupati, while going for Tirumala or while returning from Tirumala. As seen from Table 5.5, about 86.50 per cent of the respondents



TABLE 5.5 : NUMBER OF PILGRIMS STAYED AT TIRUPATI

State	WHILE GOING TO TIRUMALA			WHILE RETURNING FROM TIRUMALA		
	Yes	No	Total	Yes	No	Total
Andhra Pradesh						
H	14	67	81	57	24	81
V	(17.28)	(82.72)	(100.00)	(70.37)	(29.63)	(100.00)
	(51.86)	(38.75)	(40.50)	(44.90)	(32.90)	(40.50)
Tamil Nadu						
H	4	48	52	31	21	52
V	(7.69)	(92.31)	(100.00)	(59.61)	(40.39)	(100.00)
	(14.81)	(27.74)	(26.00)	(24.40)	(28.76)	(26.00)
Karnataka						
H	3	21	24	11	13	24
V	(12.50)	(8.75)	(100.00)	(45.83)	(54.17)	(100.00)
	(11.11)	(12.13)	(12.00)	(8.66)	(17.80)	(12.00)
North India and Abroad						
H	6	37	43	28	15	43
V	(13.95)	(86.05)	(100.00)	(65.11)	(34.89)	(100.00)
	(22.22)	(21.38)	(21.50)	(22.04)	(20.54)	(21.50)
TOTAL	27	173	200	127	73	200
H	(13.50)	(86.50)	(100.00)	(63.50)	(36.50)	(100.00)
V	(100.00)	(100.00)	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



have reported that they would straight away go for Tirumala after alighting from a train or bus at Tirupati. Only about 13.50 per cent pilgrims have responded positively that they would make a stop at Tirupati while going for Tirumala. Those who wanted to make a stop prefer to keep their luggage in a choultry at Tirupati and go for Tirumala for having darshan of the Lord and return Tirupati possibly on the same day. Then, they used to go round temples in and around Tirupati. It may be noted that nearly 92.31 per cent of the respondents from Tamil Nadu have preferred to go for Tirumala without making a stop at Tirupati. However, nearly 63.50 per cent of the total respondents expressed their desire to make a stop at Tirupati while returning from Tirumala to visit temples and other worthseeing places near and around Tirupati and leave for their native places. It is observed from the table that about 70.37 per cent and 65.11 per cent of respondents from Andhra Pradesh and Northern India have reported that they would make a stop at Tirupati while returning from Tirumala unlike most of the respondents of the states of Tamil Nadu and Karnataka.



An attempt was made to ascertain the views of the pilgrims on transport facility provided by the Andhra Pradesh State Road Transport Corporation (APSRTC). It can be seen from Table 5.6 that about 67 per cent of the 200 pilgrims interviewed have expressed their satisfaction over the transport services run by the APSRTC. It is revealed that about 78.87 per cent of 52 respondents from Tamil Nadu expressed their satisfaction on this matter followed by the States of Andhra Pradesh and Karnataka. About 14.50 per cent respondents were not satisfied with the transport services for Tirumala. However, 10 per cent of the respondents have replied that transport facilities were good. The rest of 8.50 per cent pilgrims have not expressed any opinion on this aspect. It may be pointed out that APSRTC is at present operating nearly over 100 buses between Tirumala and Tirupati.

Regarding the question on how much time they could take to catch the bus for Tirumala, about 55 per cent of the respondents stated that they would get into the bus for Tirumala between half an hour



TABLE 5.6 : PILGRIMS' OPINION ON TRANSPORT FACILITY

State	Good	Satis- factory	Bad	No Opinion	Total
Andhra Pradesh					
H	5 (6.17)	57 (70.38)	16 (19.75)	3 (3.70)	81 (100.00)
V	(25.00)	(42.55)	(55.19)	(17.64)	(40.50)
Tamil Nadu					
H	3 (5.76)	41 (78.87)	6 (11.53)	2 (3.84)	52 (100.00)
V	(15.00)	(30.59)	(20.68)	(11.76)	(26.00)
Karnataka					
H	4 (16.66)	13 (54.18)	4 (16.66)	3 (12.50)	24 (100.00)
V	(20.00)	(9.70)	(13.79)	(17.64)	(12.00)
North India and Abroad					
H	8 (18.60)	23 (53.50)	3 (6.97)	9 (20.93)	43 (100.00)
V	(40.00)	(17.16)	(10.34)	(52.96)	(21.50)
TOTAL	20 (10.00)	134 (67.00)	29 (14.50)	17 (8.50)	200 (100.00)
	(100.00)	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



and one hour. It is quite revealing to note that about 16.50 per cent respondents have expressed that they could catch the bus for Tirumala in half an hour time and the same number of pilgrims have also reported that it took nearly about one to two hours time to get into the bus. About 24 of the total respondents have replied that they had to wait more than two hours to catch the bus for Tirumala (Table 5.7).

The TTD has been running its own canteens in Tirumala and Tirupati to serve the food requirements of the pilgrims visiting the temple. The function, it is said, is not obligatory on the part of the administration unlike the functions such as providing accommodation and enabling the pilgrims to have proper and convenient darshan. However, it is only an extension of its activities in terms of providing further amenities to the pilgrims and is stated to be purely a welfare measure as the canteens were never set up with a profit motive. The Central Canteen Complex at Tirumala has been meeting the



TABLE 5.7 : TIME TAKEN TO CATCH THE BUS FOR TIRUMALA

State	Below 30 Minutes		30 Minutes to 1 Hour		1 Hour to 2 Hours		Above 2 Hours		Total
	H	V	H	V	H	V	H	V	
Andhra Pradesh									
	12	14	45	10	81				
H	(14.81)	(17.28)	(55.57)	(12.34)	(100.00)				
V	(36.37)	(42.43)	(40.93)	(41.68)	(40.50)				
Tamil Nadu									
	9	8	28	7	52				
H	(17.30)	(15.38)	(53.86)	(13.46)	(100.00)				
V	(27.27)	(24.24)	(25.45)	(29.16)	(26.00)				
Karnataka									
	5	4	13	2	24				
H	(20.83)	(16.66)	(54.18)	(8.33)	(100.00)				
V	(15.15)	(12.12)	(11.81)	(8.33)	(12.00)				
North India and Abroad									
	7	7	24	5	43				
H	(16.27)	(16.27)	(55.84)	(11.62)	(100.00)				
V	(21.21)	(21.21)	(21.81)	(20.83)	(21.50)				
TOTAL									
	33	33	110	24	200				
H	(16.50)	(16.50)	(55.00)	(12.00)	(100.00)				
V	(100.00)	(100.00)	(100.00)	(100.00)	(100.00)				

H denotes percentage to horizontal total

V denotes percentage to vertical total



food requirements of the numerous pilgrims and it is fully automated¹.

An attempt was made to elicit the opinion of pilgrims on the quality of canteen eatables. It is seen from Table 5.8 that about 62.50 per cent of the total respondents interviewed, expressed satisfaction about the quality of foodstuffs available in TTD canteens while 24 per cent respondents were of the view that canteen eatables were good. However, about 13.50 per cent of the respondents stated that canteen eatables were bad. It may be noticed that the respondents from all the States seemed to have the same view on the quality of foodstuffs available at TTD canteens. When asked about the prices of eatables at canteens, about 77 per cent of the respondents felt that the prices charged at the canteens were fair. However, about 27 respondents (13.50 per cent) replied

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1. The Central Canteen Complex has machines for making puris and dosas and about 700 idlies are turned out for every three minutes. It would serve nearly about 25,000 meals a day. It is revealed that Central Food Technological Research Institute (CFTRI), Mysore, has kept continuous watch on the quality of foodstuffs prepared in the canteen.



TABLE 5.8 : OPINION ON QUALITY OF FOODSTUFFS IN
TTD CANTEENS

State	Good	Satis- factory	Bad	Total
Andhra Pradesh	17	51	13	81
H	(20.98)	(62.98)	(16.04)	(100.00)
V	(35.43)	(40.80)	(48.14)	(40.50)
Tamil Nadu	11	35	6	52
H	(21.15)	(67.32)	(11.53)	(100.00)
V	(22.91)	(28.00)	(22.22)	(26.00)
Karnataka	7	14	3	24
H	(29.16)	(58.34)	(12.50)	(100.00)
V	(14.58)	(11.20)	(11.11)	(12.00)
North India and Abroad	13	25	5	43
H	(30.23)	(58.15)	(11.62)	(100.00)
V	(27.08)	(20.00)	(18.53)	(21.50)
TOTAL	48	125	27	200
H	(24.00)	(62.50)	(13.50)	(100.00)
V	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



that canteen eatables were cheap. Only 9.50 per cent respondents conveyed their displeasure as they felt that the foodstuffs of TTD canteens were priced high (Table 5.9).

An attempt was made to know the opinion of the pilgrims on the quality of laddus¹ sold at Tirumala Temple. As observed from Table 5.10, about 55.50 per cent of the respondents have expressed the view that the quality of laddu was quite good and 39.50 per cent of the respondents have reported their just satisfaction. It is observed that not even a single respondent has complained that the quality of laddu was bad. However, about 10 respondents have not expressed any opinion on this aspect. It can be inferred that the most of the respondents of all the States seemed to have good opinion on the quality of laddu. Some of the respondents while expressing their satisfaction on this aspect hesitantly expressed their unhappiness in the deterioration of quality and size of laddu prepared at Tirumala Temple in recent years.

1. Laddu is said to be only Prasadam of the Deity and is sold at Tirumala Temple.



TABLE 5.9 : OPINION ON PRICES OF FOODSTUFFS IN
TTD CANTEENS

State		High	Fair	Cheap	Total
Andhra Pradesh		8	62	11	81
	H	(9.87)	(76.55)	(13.58)	(100.00)
	V	(42.12)	(40.28)	(40.76)	(40.50)
Tamil Nadu		4	43	5	52
	H	(7.69)	(82.70)	(9.61)	(100.00)
	V	(21.05)	(27.92)	(18.51)	(26.00)
Karnataka		4	17	3	24
	H	(16.66)	(70.84)	(12.50)	(100.00)
	V	(21.05)	(11.03)	(11.11)	(12.00)
North India and Abroad		3	32	8	43
	H	(6.97)	(74.43)	(18.60)	(100.00)
	V	(15.78)	(20.77)	(29.62)	(21.50)
TOTAL		19	154	27	200
	H	(9.50)	(77.00)	(13.50)	(100.00)
	V	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



TABLE 5.10 : PILGRIMS' OPINION ON QUALITY OF LADDU

State		Good	Satis- factory	Bad	No Opinion	Total
Andhra Pradesh	H	47 (58.04)	30 (37.03)	-	4 (4.93)	81 (100.00)
	V	(42.36)	(37.99)		(40.00)	(40.50)
Tamil Nadu	H	28 (53.86)	22 (42.30)	-	2 (3.84)	52 (100.00)
	V	(25.22)	(27.84)		(20.00)	(26.00)
Karnataka	H	14 (58.34)	9 (37.50)	-	1 (4.16)	24 (100.00)
	V	(12.61)	(11.39)		(10.00)	(12.00)
North India and Abroad	H	22 (51.17)	18 (41.86)	-	3 (6.97)	43 (100.00)
	V	(19.81)	(22.78)		(30.00)	(21.50)
TOTAL	H	111 (55.50)	79 (39.50)	-	10 (5.00)	200 (100.00)
	V	(100.00)	(100.00)		(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



The TTD has proposed to introduce Liquified Petroleum Gas (LPG) in its massive kitchen (Potu) in the temple at Tirumala and it has awarded a contract to a Madras based firm to construct a 10 tonne gas tank near its Central Canteen about 1,000 metres from the temple¹. It is expected that LPG will be supplied to the kitchen from the proposed tank being constructed at a cost of Rs.5 lakhs. The devasthanams intend to replace the conventional ovens in the kitchen with 28 special gas burners to achieve fuel efficiency and to conserve its forests in the 10 km. radius around the shrine. It is also stated that the Agama Pandits and the Hereditary Trustees of the temple have given their approval to this proposal after a vain bid to resist on the ground that such a change in the holy temple could interfere with its age old usage and custom. The TTD has also reportedly directed all the private restaurants on the hills to switch over to LPG to check illicit and indiscriminate cutting down of trees.

1. The Hindu, August 5, 1985, p.10.



When asked about price of laddu sold at Tirumala Temple, about 71.50 per cent of the respondents have stated that the price of laddu was fair and about 21 per cent of pilgrims felt that the laddu was priced high. However, about 15 respondents have replied that the price of laddu was cheap (Table 5.11). It is observed that a large percentage of respondents from North India than the respondents of Andhra, Tamil Nadu and Karnataka have expressed the view that the price of Tirumala laddu was cheap.

An opinion was sought from the pilgrims to elicit their views on the distribution of free prasadam at Tirumala Temple. It can be seen from Table 5.12 that more than half of the respondents interviewed, have expressed their just satisfaction over this aspect. But about 28 per cent respondents have reported that the distribution of prasadam to the pilgrims in the temple when they come out after darshan of the Lord was perfectly good while 29 pilgrims were silent on this.



TABLE 5.11 : PILGRIMS' OPINION ON PRICE OF LADDU

State		High	Fair	Cheap	Total
Andhra Pradesh		21	56	4	81
	H	(25.92)	(69.15)	(4.93)	(100.00)
	V	(50.00)	(39.18)	(26.66)	(40.50)
Tamil Nadu		40	39	3	52
	H	(19.24)	(75.00)	(5.76)	(100.00)
	V	(23.81)	(27.27)	(20.00)	(26.00)
Karnataka		6	16	2	24
	H	(25.00)	(66.67)	(8.33)	(100.00)
	V	(14.28)	(11.18)	(13.34)	(12.00)
North India and Abroad		5	32	6	43
	H	(11.62)	(74.43)	(13.95)	(100.00)
	V	(11.91)	(22.37)	(40.00)	(21.50)
TOTAL		42	143	15	200
	H	(21.00)	(71.50)	(7.50)	(100.00)
	V	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



TABLE 5.12 : PILGRIMS' OPINION ON THE DISTRIBUTION OF FREE PRASADAM AT TIRUMALA TEMPLE

State		Good	Satisfactory	No Opinion	Total
Andhra Pradesh		24	45	12	81
	H	(29.62)	(55.57)	(14.81)	(100.00)
	V	(42.87)	(39.15)	(41.40)	(40.50)
Tamil Nadu		12	32	8	52
	H	(23.07)	(61.55)	(15.38)	(100.00)
	V	(21.42)	(27.82)	(27.58)	(26.00)
Karnataka		7	14	3	24
	H	(29.16)	(58.34)	(12.50)	(100.00)
	V	(12.50)	(12.17)	(10.34)	(12.00)
North India and Abroad		13	24	6	43
	H	(30.23)	(55.82)	(13.95)	(100.00)
	V	(23.21)	(20.86)	(20.68)	(21.50)
TOTAL		56	115	29	200
	H	(28.00)	(57.50)	(14.50)	(100.00)
	V	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



A scheme aimed at providing free meals to devotees was launched at Tirumala in April 1985 by the administration. About 85 of the total 200 respondents were reported to have taken free meals at Tirumala Temple. As seen from Table 5.13, 51.78 per cent of 85 respondents have expressed their satisfaction about the free meals provided to the devotees. About 21 respondents (24.70 per cent) have expressed that the free food served by the TTD was not satisfactory. However, 23.52 per cent respondents have felt that the free meals provided to the pilgrims was good. It may be noted that 41.17 per cent of 85 respondents who have taken free meals at Tirumala temple were from Andhra Pradesh followed by North India (25.88 per cent).

Table 5.14 indicates the pilgrims' mode of darshan of Lord at Tirumala. Of the total 200 respondents interviewed, a majority of nearly 60.50 per cent pilgrims had the darshan by going in general queue followed by 32.50 per cent respondents who had darshan through purchasing Rs.25 special tickets.



TABLE 5.13 : PILGRIMS' OPINION ON PROVIDING
FREE MEALS AT TIRUMALA

State	Good	Satis- factory	Not Satis- factory	Total
Andhra Pradesh	6	20	9	85
H	(17.14)	(57.15)	(25.71)	(100.00)
V	(30.00)	(45.46)	(42.85)	(41.17)
Tamil Nadu	5	9	5	19
H	(26.31)	(47.38)	(26.31)	(100.00)
V	(25.00)	(20.45)	(23.80)	(22.37)
Karnataka	2	4	3	9
H	(22.22)	(44.45)	(33.33)	(100.00)
V	(10.00)	(9.09)	(14.28)	(10.58)
North India and Abroad	7	11	4	22
H	(31.82)	(50.00)	(18.18)	(100.00)
V	(35.00)	(25.00)	(19.04)	(25.88)
TOTAL	20	44	21	85
H	(23.52)	(51.78)	(24.70)	(100.00)
V	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



TABLE 5.14 : PILGRIMS' MODE OF DARSHAN OF LORD

State	By Special Tickets (Rs.25 each)	By Pass	In Gene- ral Queue	Total
Andhra Pradesh	24	5	52	81
	H (29.62)	(6.17)	(64.21)	(100.00)
	V (36.94)	(35.73)	(42.99)	(40.50)
Tamil Nadu	18	2	32	52
	H (34.61)	(3.84)	(61.55)	(100.00)
	V (27.69)	(14.28)	(26.44)	(26.00)
Karnataka	7	3	14	24
	H (29.16)	(12.50)	(58.34)	(100.00)
	V (10.76)	(21.42)	(11.57)	(12.00)
North India and Abroad	16	4	23	43
	H (37.20)	(9.30)	(53.50)	(100.00)
	V (24.61)	(28.57)	(19.00)	(21.50)
TOTAL	65	14	121	200
	H (32.50)	(7.00)	(60.50)	(100.00)
	V (100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



It is observed that a negligible number of 14 pilgrims (seven per cent) had the darshan of Lord by producing passes. It is observed from the table that higher percentage of respondents from North India had availed of special darshan facility when compared to the percentage of respondents of other States who had chosen to have this facility.

Further, the respondents were asked about how much time they have taken for the completion of darshan in their respective modes of darshan. As seen from Table 5.15, out of 65 respondents who had darshan by special ticket facility, 67.70 per cent respondents have reported to have taken less than 30 minutes time to complete their darshan. The remaining 32.30 per cent pilgrims took about half an hour to one hour time for having the darshan. It may be noted that 72.23 per cent of 18 respondents from Tamil Nadu had completed their darshan within 30 minutes unlike the respondents of other States. It is observed that the Rs.25 ticket for special darshan had cut down the waiting time and enabled the people to have darshan



TABLE 5.15 : TIME TAKEN BY PILGRIMS FOR DARSHAN IN DIFFERENT MODES

State	BY SPECIAL TICKETS				BY PASS				IN GENERAL QUEUE		
	< 30 Minu- tes	30 Minu- tes to 1 Hour	Total	< 30 Minu- tes	30 Minu- tes to 1 Hour	Total	2 to 3 Hours	> 3 Hours	Total		
Andhra Pradesh	H V	15 (62.50) (34.10)	9 (37.50) (42.88)	24 (100.00) (36.94)	3 (60.00) (30.00)	2 (40.00) (50.00)	5 (100.00) (35.73)	28 (53.85) (40.60)	24 (46.15) (46.15)	52 (100.00) (42.98)	
Tamil Nadu	H V	13 (72.23) (29.54)	5 (27.77) (23.80)	18 (100.00) (27.69)	1 (50.00) (10.00)	1 (50.00) (25.00)	2 (100.00) (14.28)	18 (56.25) (26.08)	14 (43.75) (26.94)	32 (100.00) (26.44)	
Karnataka	H V	5 (71.43) (11.36)	2 (28.57) (9.52)	7 (100.00) (18.75)	3 (100.00) (30.00)	-	3 (100.00) (21.42)	8 (57.15) (11.59)	6 (42.85) (11.53)	14 (100.00) (11.57)	
North India and Abroad	H V	11 (68.75) (25.00)	5 (31.25) (23.80)	16 (100.00) (24.61)	3 (75.00) (30.00)	1 (25.00) (25.00)	4 (100.00) (28.57)	15 (65.22) (21.73)	8 (34.78) (15.38)	23 (100.00) (19.01)	
TOTAL	H V	44 (67.70) (100.00)	21 (32.30) (100.00)	65 (100.00) (100.00)	10 (71.43) (100.00)	4 (28.57) (100.00)	14 (100.00) (100.00)	69 (57.03) (100.00)	52 (42.97) (100.00)	121 (100.00) (100.00)	

H denotes percentage to horizontal total

V denotes percentage to vertical total



of the Lord and return on the same day without staying at Tirumala. It is revealed that approximately about 2,000 pilgrims daily would take advantage of this paid darshan. Further, about 71.43 per cent of 14 respondents who availed of pass facility had darshan in less than 30 minutes time. It was reported by four respondents who enjoyed the pass facility that they were directly taken to the shrine and had darshan within ten minutes time. Among 121 respondents who witnessed the Lord by going in general queue, about 57.03 per cent pilgrims have stated that it took nearly between two hours and three hours for having darshan of the Lord and the rest of 42.97 per cent of respondents have replied that a time of more than three hours was taken to complete their darshan.

An enquiry was made with the pilgrims whether they have received any medical help from the TTD dispensaries. It can be seen from Table 5.16 that about 87 per cent of the respondents have revealed that they had not received any medical help from the TTD dispensaries. Only about 26 pilgrims (13 per cent)



TABLE 5.16 : WHETHER PILGRIMS RECEIVED TTD MEDICAL HELP?

State	Yes	No	Total
Andhra Pradesh	7	74	81
H	(8.64)	(91.36)	(100.00)
V	(26.92)	(42.54)	(40.50)
Tamil Nadu	5	47	52
H	(9.61)	(90.39)	(100.00)
V	(19.23)	(27.01)	(26.00)
Karnataka	3	21	24
H	(12.50)	(8.75)	(100.00)
V	(11.53)	(12.06)	(12.00)
North India and Abroad	11	32	43
H	(25.58)	(74.42)	(100.00)
V	(42.32)	(18.39)	(21.50)
TOTAL	26	174	200
H	(13.00)	(87.00)	(100.00)
V	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



stated to have taken medical help from the dispensaries for small ailments. It is observed from the table that more respondents from North India had taken medical help from the dispensaries over the respondents of other States. When asked about the quality of medical service rendered by the TTD dispensaries, about 69.24 per cent of 26 pilgrims who had received medical help have reported that TTD medical help was extremely good and the rest of 30.76 per cent respondents expressed their just satisfaction over the medical services provided by the administration. However, no single respondent has reported that TTD medical help was bad (Table 5.17).

A modern semi-circular two-tier queue complex built at a cost of Rs.3 crores at Tirumala was inaugurated for use in April, 1985. This can accommodate 16,500 pilgrims at a time and has many facilities like cafeteria, book stall, toilet, first-aid facility and closed circuit television to watch the temple programmes. An enquiry was made to know the opinion of the pilgrims about the new queue complex. As seen



TABLE 5.17 : PILGRIMS' OPINION ON TTD
MEDICAL HELP

State		Good	Satis- factory	Bad	Total
Andhra Pradesh		5	2	-	7
	H	(71.42)	(28.58)		(100.00)
	V	(27.77)	(25.00)		(26.92)
Tamil Nadu		3	2	-	5
	H	(60.00)	(40.00)		(100.00)
	V	(16.66)	(25.00)		(19.23)
Karnataka		2	1	-	3
	H	(66.66)	(33.34)		(100.00)
	V	(11.11)	(12.50)		(11.53)
North India and Abroad		8	3	-	11
	H	(72.73)	(27.27)		(100.00)
	V	(44.46)	(37.50)		(42.32)
TOTAL		18	8	-	26
	H	(69.24)	(30.76)		(100.00)
	V	(100.00)	(100.00)		(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



from Table 5.18, about 86.78 per cent of 121 respondents who had darshan of the Lord by going in general queue have reported that the amenities provided in the queue complex by the administration were good and 9.09 per cent respondents have expressed their satisfaction. However, about five respondents have not given any opinion on this aspect.

Providing accommodation to the ever increasing number of pilgrims is an important responsibility of the TTD administration. At Tirumala, there are fairly luxurious cottages with all modern sanitary and electrical fittings and also convenient choultries for the common people. An attempt was made to elicit the views of the pilgrims on the problem of accommodation and facilities provided in the cottages and choultries. As seen from Table 5.19, about 54.50 per cent of 200 respondents have reported that they had stayed in free choultries and nearly 33.50 per cent respondents replied that they were accommodated in paid cottages. Surprisingly, about 24 respondents did not seek any kind of accommodation on the ground that they



TABLE 5.18 : PILGRIMS' OPINION ABOUT THE AMENITIES IN THE NEW QUEUE COMPLEX

State		Good	Satis- factory	No Opinion	Total
Andhra Pradesh		46	4	2	52
	H	(88.46)	(7.69)	(3.85)	(100.00)
	V	(43.83)	(36.37)	(40.00)	(42.99)
Tamil Nadu		29	2	1	32
	H	(90.62)	(6.25)	(3.13)	(100.00)
	V	(27.61)	(18.18)	(20.00)	(26.44)
Karnataka		11	3	-	14
	H	(78.57)	(21.43)		(100.00)
	V	(10.47)	(27.27)		(11.57)
North India and Abroad		19	2	2	23
	H	(82.62)	(8.69)	(8.69)	(100.00)
	V	(18.09)	(18.18)	(40.00)	(19.00)
TOTAL		105	11	5	121
	H	(86.78)	(9.09)	(4.13)	(100.00)
	V	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



TABLE 5.19 : PILGRIMS' OPINION FOR ACCOMMODATION

State		Stayed in Paid Cottages	Stayed in Free Choul- tries	Not Sought Accommo- dation	Total
Andhra Pradesh		27	45	9	81
	H	(33.33)	(55.56)	(11.11)	(100.00)
	V	(40.31)	(41.30)	(37.50)	(40.50)
Tamil Nadu		17	29	6	52
	H	(32.69)	(55.78)	(11.53)	(100.00)
	V	(25.37)	(26.60)	(25.00)	(26.00)
Karnataka		6	13	5	24
	H	(25.00)	(54.16)	(20.84)	(100.00)
	V	(8.95)	(11.92)	(20.84)	(12.00)
North India and Abroad		17	22	4	43
	H	(39.53)	(51.17)	(9.30)	(100.00)
	V	(25.37)	(20.18)	(16.66)	(21.50)
TOTAL		67	109	24	200
	H	(33.50)	(54.50)	(12.00)	(100.00)
	V	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



had come alone and did not feel the necessity of accommodation and they expressed the desire to return on the same day after having the darshan of Lord. It may be noted that more number of respondents, i.e., about 39.53 per cent of 43 respondents from North India stayed in paid cottages followed by Andhra Pradesh (33.33 per cent of 81 respondents) and Tamil Nadu (32.69 per cent of 52 respondents).

Table 5.20 presents the views of pilgrims in securing paid accommodation. About 64.18 per cent of 67 respondents have felt that it was very difficult to secure paid accommodation. Only 35.82 per cent pilgrims have expressed their happiness for getting paid accommodation. It may be noted from the table that the respondents of North India could get paid accommodation easily over the respondents of other States.

It is observed that paid accommodation is hardly adequate during the summer and other festive occasions. Further, the reservation system for paid



TABLE 5.20 : PILGRIMS' OPINION ON SECURING
PAID ACCOMMODATION

State		Difficult	Easy	Total
Andhra Pradesh		19	8	27
	H	(70.38)	(29.62)	(100.00)
	V	(44.19)	(33.34)	(40.30)
Tamil Nadu		11	6	17
	H	(64.70)	(35.30)	(100.00)
	V	(25.58)	(25.00)	(25.37)
Karnataka		4	2	6
	H	(66.67)	(33.33)	(100.00)
	V	(9.30)	(8.32)	(8.96)
North India and Abroad		9	8	17
	H	(52.94)	(47.06)	(100.00)
	V	(20.93)	(33.34)	(25.37)
TOTAL		43	24	67
	H	(64.18)	(35.82)	(100.00)
	V	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



cottages at Tirumala is subject to criticism. More often, it creates a lot of confusion about the allotment by shunting the pilgrims from pillar to post. During the course of conversation with a few pilgrims, they complained about the non-confirmation of reservation for cottages, despite the money being sent well in advance. Even the donors of cottages who were privileged to stay in their cottages free of charge were not spared, inspite of information sent to the authorities concerned sufficiently in advance. It is observed that the shortage of accommodation would give rise to malpractices among the lower level staff. This evil could be effectively rooted out only when proper supervision is there and adequate accommodation is planned. Nevertheless, the TTD had been making concerted efforts in this direction. Even then, there had been a large measure of dissatisfaction among the pilgrims who often complain about their inability to secure accommodation. This problem is more complicated in times of special festivals like Brahmotsavam.

Table 5.21 shows the opinions of pilgrims about the rents on cottages. About 52.25 per cent of 67



TABLE 5.21 : PILGRIMS' OPINION ABOUT RENTS ON COTTAGES

State	High	Fair	Cheap	No Opinion	Total
Andhra Pradesh					
H	4 { 14.81 }	15 { 55.57 }	6 { 22.22 }	27 { 7.40 }	27 { 100.00 }
V	{ 40.00 }	{ 42.86 }	{ 37.50 }	{ 33.33 }	{ 40.30 }
Tamil Nadu					
H	3 { 17.64 }	9 { 52.96 }	4 { 23.52 }	1 { 5.88 }	17 { 100.00 }
V	{ 30.00 }	{ 25.72 }	{ 25.00 }	{ 16.67 }	{ 25.37 }
Karnataka					
H	1 { 16.66 }	3 { 50.00 }	2 { 33.34 }	-	6 { 100.00 }
V	{ 10.00 }	{ 8.57 }	{ 12.50 }		{ 8.96 }
North India and Abroad					
H	2 { 11.76 }	8 { 47.05 }	4 { 23.55 }	3 { 17.64 }	17 { 100.00 }
V	{ 20.00 }	{ 22.85 }	{ 25.00 }	{ 50.00 }	{ 25.37 }
TOTAL					
H	10 { 14.92 }	35 { 52.25 }	16 { 23.88 }	6 { 8.95 }	67 { 100.00 }
V	{ 100.00 }	{ 100.00 }	{ 100.00 }	{ 100.00 }	{ 100.00 }

H denotes percentage to horizontal total

V denotes percentage to vertical total



respondents who had received paid accommodation have stated that the rents charged for cottages were fair. Some pilgrims who constituted about 23.88 per cent replied that rents were found cheap. Only 10 pilgrims (14.92 per cent) have reported that the rents charged on cottages were high. However, six respondents (8.95 per cent) have not given any opinion on this aspect and half of them belonged to North India.

The opinions of the pilgrims about the amenities in paid cottages are presented in Table 5.22. Nearly 56.73 per cent of 67 respondents who had put up in paid cottages have expressed considerable satisfaction over the amenities provided in cottages by the administration. Further, about 25.37 per cent respondents revealed that the cottages were kept in good condition. About six pilgrims (8.95 per cent) stated that the facilities in cottages were bad and the same number of pilgrims were silent on this.

Table 5.23 gives the views of the pilgrims about the amenities provided in free choultries. About 57 per cent of 109 respondents who had stayed in free



TABLE 5.22 : PILGRIM'S OPINION ON AMENITIES IN PAID COTTAGES

State	Good	Satis- factory	Bad	No Opinion	Total
Andhra Pradesh					
H	6 (22.22)	16 (59.27)	3 (11.11)	2 (7.40)	27 (100.00)
V	(35.31)	(42.12)	(50.00)	(33.34)	(40.30)
Tamil Nadu					
H	4 (23.52)	10 (58.83)	2 (11.76)	1 (5.88)	17 (100.00)
V	(23.52)	(26.31)	(33.34)	(16.66)	(25.37)
Karnataka					
H	2 (33.33)	4 (66.67)	-	-	6 (100.00)
V	(11.76)	(10.52)			(8.96)
North India and Abroad					
H	5 (29.41)	8 (47.07)	1 (5.88)	3 (17.64)	17 (100.00)
V	(29.41)	(21.05)	(16.66)	(50.00)	(25.37)
TOTAL					
H	17 (25.37)	38 (56.73)	6 (8.95)	6 (8.95)	67 (100.00)
V	(100.00)	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



TABLE 5.23 : PILGRIMS' OPINION ON AMENITIES IN FREE CHOULTRIES

State	Good	Satis- factory	Bad	No Opinion	Total
Andhra Pradesh					
H	3 (6.66)	12 (26.66)	27 (60.02)	3 (6.66)	45 (100.00)
V	(30.00)	(41.39)	(43.56)	(37.50)	(41.30)
Tamil Nadu					
H	2 (6.89)	9 (31.03)	16 (55.19)	2 (6.89)	29 (100.00)
V	(20.00)	(31.03)	(25.80)	(25.00)	(26.60)
Karnataka					
H	2 (15.38)	3 (23.07)	7 (53.86)	1 (7.69)	13 (100.00)
V	(20.00)	(10.34)	(11.29)	(12.50)	(11.92)
North India and Abroad					
H	3 (13.63)	5 (22.73)	12 (54.55)	2 (9.09)	22 (100.00)
V	(30.00)	(17.24)	(19.35)	(25.00)	(20.18)
TOTAL					
H	10 (9.17)	29 (26.60)	62 (56.90)	8 (7.33)	109 (100.00)
V	(100.00)	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



choultries have reported that facilities provided in free choultries were bad while 26.60 per cent pilgrims have expressed their just satisfaction over the maintenance of free accommodation. Only 10 respondents (9.17 per cent) felt that the facilities provided in choultries were good. It can be stated that except in the VIP cottages and guest-houses, conditions in other cottages and choultries leave much to be desired in respect of proper lighting, water and maintenance of toilet rooms, etc. It is observed by the researcher that some of the rooms in choultries and cottages at Tirupati and Tirumala were occupied by some employees of the TTD. This should be avoided as far as possible. It is suggested that the staff may be provided accommodation in TTD quarters, so that more accommodation is kept for the use of pilgrims. It is also suggested that dormitory type of accommodation can be provided free of charge to cope up with the pressure of pilgrim influx to Tirumala during festive occasions.

It is gratifying to note that 'a massive 1,000 room choultry is proposed to be constructed at Tirupati



on the newly laid by-pass road near the bus station. It is proposed that each room with two cots would be made available at only Rs.10 a day for pilgrims. Another choultry - a smaller one would be built on Tirumala Hills at a cost of Rs.3 crores¹.

An attempt was made to seek the opinion of the pilgrims on the role of dalaries and brokers operating at Tirumala. As seen from Table 5.24, about 78 per cent of the 200 respondents were not approached by dalaries and brokers at Tirumala while the remaining 22 per cent pilgrims have reported that they were approached by dalaries. It can be seen from the table that about 45.47 per cent of 44 pilgrims who were approached by dalaries belonged to North India. When asked about the desirability and usefulness of dalaries, about 52.28 per cent of 44 pilgrims who were approached by dalaries have stated that their services were not desirable at Tirumala and expressed the view that they were of very little use to the pilgrims. It

1. Yethiraja Rao, N., Endowments Minister, Government of Andhra Pradesh, Indian Express, July 28, 1985.



TABLE 5.24 : WHETHER PILGRIMS WERE APPROACHED BY DALARIES/BROKERS?

State		Yes	No	Total
Andhra Pradesh		12	69	81
	H	(14.81)	(85.19)	(100.00)
	V	(27.27)	(44.25)	(40.50)
Tamil Nadu		7	45	52
	H	(13.46)	(86.54)	(100.00)
	V	(15.90)	(28.84)	(26.00)
Karnataka		5	19	24
	H	(20.83)	(79.17)	(100.00)
	V	(11.36)	(12.17)	(12.00)
North India and Abroad		20	23	43
	H	(46.51)	(53.49)	(100.00)
	V	(45.47)	(14.74)	(21.50)
TOTAL		44	156	200
	H	(22.00)	(78.00)	(100.00)
	V	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



is observed that the cases of cheating by these people at Tirumala were not uncommon. However, about 34.09 per cent of the respondents of whom majority were North Indians felt the need for their services. They replied that they had a problem of language and this problem could, however, be minimised by taking the help of brokers who know many languages. But, these respondents have agreed that they had to pay more money for their services. Only six pilgrims (13.63 per cent) have not expressed any opinion on this aspect (Table 5.25). Further, it was reported by a few foreign pilgrims that they felt a bit uneasy and had not received any guidance from the administration about the amenities and other aspects. It is suggested that the administration may appoint some tourist guides who have knowledge in different languages to provide proper guidance to foreign pilgrims at Tirumala.

An enquiry was made to draw the attention of the pilgrims about the maintenance of Swami Pushkarani. It can be seen from Table 5.26 that about 65.50 per cent of the total respondents had bath in Swami



TABLE 5.25 : PILGRIMS' OPINION ON DALARIES/
BROKERS

State		Desi- rable	Not Desirable	No Opinion	Total
Andhra Pradesh		3	7	2	12
	H	(25.00)	(58.33)	(16.67)	(100.00)
	V	(20.00)	(30.43)	(33.33)	(27.27)
Tamil Nadu		2	4	1	7
	H	(28.57)	(57.15)	(14.28)	(100.00)
	V	(13.33)	(17.39)	(16.67)	(15.90)
Karnataka		2	3	-	5
	H	(40.00)	(60.00)	-	(100.00)
	V	(13.33)	(13.04)	-	(11.36)
North India and Abroad		8	9	3	20
	H	(40.00)	(45.00)	(15.00)	(100.00)
	V	(53.34)	(39.14)	(50.00)	(45.47)
TOTAL		15	23	6	44
	H	(34.09)	(52.28)	(13.63)	(100.00)
	V	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



TABLE 5.26 : WHETHER PILGRIMS HAD BATH IN SWAMI PUSHKARANI?

State	Yes	No	Total
Andhra Pradesh	58	23	81
H	(71.61)	(28.39)	(100.00)
V	(44.29)	(33.35)	(40.50)
Tamil Nadu	31	21	52
H	(59.62)	(40.38)	(100.00)
V	(23.66)	(30.43)	(26.00)
Karnataka	14	10	24
H	(58.34)	(41.66)	(100.00)
V	(10.68)	(14.49)	(12.00)
North India and Abroad	28	15	43
H	(65.12)	(34.88)	(100.00)
V	(21.37)	(21.73)	(21.50)
TOTAL	131	69	200
H	(65.50)	(34.50)	(100.00)
V	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



Pushkarani. The rest 34.50 per cent respondents had their bath in the cottages and choultries where they stayed. About 44.29 per cent of 131 pilgrims who had bath in Pushkarani belonged to Andhra Pradesh followed by Tamil Nadu (23.66 per cent) and North India (21.37 per cent). When asked about the opinion on Swami Pushkarani, about 72.50 per cent of the respondents have reported that Pushkarani water was unhygienic and only 14.50 per cent respondents have replied that the water in Pushkarani was hygienic. Further, about 26 pilgrims (13 per cent) have not mentioned any view on this aspect (Table 5.27). However, it is surprising to note that majority of the respondents who have stated that Pushkarani water was unhygienic had an intentional bath in the same pushkarani with the religious belief that the water was said to be holy and pious.

It is gathered from the TTD officials that the work of improving the existing water treatment plant for Swami Pushkarani was entrusted in 1979 to the National Environmental Engineering Research Institute (NEERI), Nagpur, for assessing the pollution load of



TABLE 5.27 : PILGRIMS' OPINION ON SWAMI
PUSHKARANI

State	Hygienic	Not Hygienic	No Opinion	Total
Andhra Pradesh	10 H (12.34) V (34.50)	62 (76.55) (42.77)	9 (11.11) (34.63)	81 (100.00) (40.50)
Tamil Nadu	9 H (17.30) V (31.03)	37 (71.17) (25.51)	6 (11.53) (23.07)	52 (100.00) (26.00)
Karnataka	3 H (12.50) V (10.34)	17 (70.84) (11.72)	4 (16.66) (15.38)	24 (100.00) (12.00)
North India and Abroad	7 H (16.27) V (24.13)	29 (67.46) (20.00)	7 (16.27) (26.92)	43 (100.00) (21.50)
TOTAL	29 H (14.50) V (100.00)	145 (72.50) (100.00)	26 (13.00) (100.00)	200 (100.00) (100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



Pushkarani and for suggesting improvements to the existing treatment plant for keeping the Pushkarani water clean. Some of the recommendations given by the NEERI are yet to be implemented by the administration. On enquiry, it was stated that quotations had been received for the items of works as recommended by the NEERI and these include pre and post chlorination units and water quality monitoring laboratory. These works are expected to be undertaken soon by the administration.

An enquiry was made with the pilgrims about the performance of arjita sevas and the rates charged for the sevas. As seen from Table 5.28, about 32 per cent of the respondents have reported that they had performed one arjita seva or the other and majority of them performed Kalyanotsavam. The remaining 69 per cent of the respondents have revealed that they did not conduct any arjita sevas at Tirumala Temple. When asked about the charges for these sevas, about 62.92 per cent of 62 respondents who performed such sevas have expressed the view that the rates charged were quite fair. About 13 pilgrims



TABLE 5.28 : WHETHER PILGRIMS HAD PERFORMED ANY ARJITA SEVAS?

State	Yes	No	Total
Andhra Pradesh	23	58	81
H	(28.39)	(71.61)	(100.00)
V	(37.11)	(42.04)	(40.50)
Tamil Nadu	15	37	52
H	(28.84)	(71.16)	(100.00)
V	(24.19)	(26.81)	(26.00)
Karnataka	8	16	24
H	(33.33)	(66.67)	(100.00)
V	(12.90)	(11.59)	(12.00)
North India and Abroad	16	27	43
H	(37.20)	(62.80)	(100.00)
V	(25.80)	(19.56)	(21.50)
TOTAL	62	138	200
H	(31.00)	(69.00)	(100.00)
V	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



(20.96 per cent) have replied that the charges of arjita sevas were exorbitant. Further, nearly 16.12 per cent respondents have not given any opinion on the aspect. It may be noted that no single respondent replied that the rates of arjita sevas were cheap (Table 5.29). It is observed from the table that the majority of respondents from the States of Andhra Pradesh, Tamil Nadu, Karnataka and North India expressed that the rates charged for arjita sevas were fair.

Table 5.30 presents the pilgrims' opinion on the behaviour of the TTD employees. About 47 per cent of 200 pilgrims have expressed their satisfaction at the employees' behaviour and treatment. About 26.50 per cent respondents have stated that their services were really good. Nearly 19.50 per cent pilgrims have not given any opinion on this aspect. However, about 14 pilgrims (seven per cent) seemed to have some unhappy experience with the temple staff and they felt that some of the employees' treatment and behaviour towards pilgrims was bad.



TABLE 5.29 : PILGRIMS' OPINION ON RATES OF ARJITA SEVAS

State	Exor- bitant	Fair	Cheap	No Opinion	Total
Andhra Pradesh	H { 17.39 } V { 30.77 }	15 { 65.22 } { 38.47 }	-	4 { 17.39 } { 40.00 }	23 { 100.00 } { 37.11 }
Tamil Nadu	H { 26.67 } V { 30.77 }	9 { 60.00 } { 23.07 }	-	2 { 13.33 } { 20.00 }	15 { 100.00 } { 24.19 }
Karnataka	H { 25.00 } V { 15.38 }	5 { 62.50 } { 12.82 }	-	1 { 12.50 } { 10.00 }	8 { 100.00 } { 12.90 }
North India and Abroad	H { 18.75 } V { 23.08 }	10 { 62.50 } { 25.64 }	-	3 { 18.75 } { 30.00 }	16 { 100.00 } { 25.80 }
TOTAL	13 { 20.96 } V { 100.00 }	39 { 62.92 } { 100.00 }	-	10 { 16.12 } { 100.00 }	62 { 100.00 } { 100.00 }

H denotes percentage to horizontal total

V denotes percentage to vertical total



TABLE 5.30 : PILGRIMS' OPINION ON DEVASTHANAMS' STAFF

State	Good	Satis- factory	Bad	No Opinion	Total
Andhra Pradesh					
H	23 (28.39)	37 (45.69)	5 (6.17)	16 (19.75)	81 (100.00)
V	(43.41)	(39.38)	(35.73)	(41.04)	(40.50)
Tamil Nadu					
H	14 (26.92)	23 (44.24)	4 (7.69)	11 (21.15)	52 (100.00)
V	(26.41)	(24.46)	(28.57)	(28.20)	(26.00)
Karnataka					
H	5 (20.83)	13 (54.18)	2 (8.33)	4 (16.66)	24 (100.00)
V	(9.43)	(13.82)	(14.28)	(10.25)	(12.00)
North India and Abroad					
H	11 (25.58)	21 (48.85)	3 (6.97)	8 (18.60)	43 (100.00)
V	(20.75)	(22.34)	(21.42)	(20.51)	(21.50)
TOTAL					
H	53 (26.50)	94 (47.00)	14 (7.00)	39 (19.50)	200 (100.00)
V	(100.00)	(100.00)	(100.00)	(100.00)	(100.00)

H denotes percentage to horizontal total

V denotes percentage to vertical total



ROPE WAY PROJECT

The plan of the TTD for laying an aerial rope way to Tirumala from Sri Vari Mettu about 20 kms. from Tirupati was accorded administrative sanction by the Government of Andhra Pradesh. The cost of this project was estimated at Rs.13 crores. The TTD wanted a mode of conveyance which could transport about 48,000 pilgrims a day to Tirumala and back at the rate of about 3,000 pilgrims an hour during the working period of 16 hours a day. The project had to be cleared by the Government of India as the project involved a sizeable foreign exchange component. It is suggested that the administration should immediately undertake the erection of the aerial rope way to clear some of the pilgrims daily. This will also reduce the traffic rush and congestion in Tirupati.

It is reported that the TTD management is considering the mono-rail system of transport. The mono-rail system, said to be of Japanese technology is expected to transport about 50,000 pilgrims a day to Tirumala and back, each shuttle taking less than



20 minutes. The preliminary studies indicate that the project is expected to cost about Rs.8 to 10 crores¹. It is also suggested that TTD may study the feasibility of constructing an underground railway line through a tunnel from where the pilgrims could be lifted by gigantic lifts as in the case of these existing at coal mines.

A free bus service is being organised at Tirumala for the benefit of the pilgrims who want to reach their cottages located at a considerable distance from the Central Reception Office. Choultries and cottages are spread all over Tirumala right from Garudadri to Sri Venkateswara Guest House. It is observed that free bus facility at Tirumala is reported to be a good service to the pilgrims. Besides, it is revealed that few licences were issued by the TTD to run autorickshaws at Tirumala for the convenience of the pilgrims.

1. The Hindu, July 16, 1985, p.11.



In recent years, the TTD has launched several schemes for providing better service to the visiting pilgrims. A contract carriage is pressed into service at Tirupati to enable the pilgrims to visit temples in and around Tirupati town. The bus coach with a seating capacity of 27 passengers would cover all the important temples in Tirupati and also temples of Sri Padmavathi Amma Vari Temple at Tiruchanoor and Sri Kalyana Venkateswara Swamy Temple at Srinivasa-mangapuram. The bus starts from Central Reception Office of the TTD at Tirupati¹. On enquiry, it is reported that many of the pilgrims have been availing of this facility as this would save their money and time.

Recently, a scheme is introduced at Tirumala Temple under which two lucky devotees have the opportunity to participate in Abhishekam for the Lord every Friday. Two ordinary and poor pilgrims picked up from among those who ascend Tirumala would be allowed to

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1. The bus has two trips at 6.00 A.M. and 10.30 A.M. and the charge is Rs.12 per adult and Rs.6 per child which is inclusive of quick darshan arrangement.



have darshan without the prescribed payment during abhishekam, one of the most sanctifying rituals conducted in the temple¹. The TTD has provided a facility of sending Mahaprasadam through post to all devotees who made an offering of Rs.10 or above to the Lord². The amount could be sent through a postal order or demand draft in favour of the Executive Officer, TTD.

In 1983, two information counters were opened by the TTD - one at Tirupati Air Port and the other at Tirupati Railway Station. These counters would provide all information about sevas, accommodation, travel facilities and darshan timings, etc., to the pilgrims who come by air and rail. A wireless link between Tirumala Temple and the TTD Administrative Office in Tirupati was established in August 1984 with the permission of the Ministry of Communications,

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1. Usually for participation in such worship, one has to pay Rs.100 for Musk vessel, Rs.200 for Ciret vessel and Rs.500 for Poornabhishekam.
 2. Previously, this opportunity was given to those who offered an amount of Rs.50 or above.



Government of India. The TTD has opened an Automobile Clinic in early 1984 at Tirumala for attending to minor repairs of the vehicles stranded on the ghat road and help them to reach either Tirumala or Tirupati¹. In case of major repairs, the vehicles would be taken to the nearest workshop. It is revealed that this facility is very useful for those pilgrims who travel by vehicles on the ghat road.

It is appreciable to note that in April 1985, the Government of Andhra Pradesh has imposed the ban on smoking within Tirumala Hills. The ban on taking alcoholic liquors had been in operation at Tirumala for a long time. The State Government is also considering to impose such ban in some of the temples which have their own township and are away from the main town or city by bringing a legislation, banning smoking within a kilometre radius around the temple².

1. Skilled staff with emergency spare parts for different types of vehicles would be in the clinic either at Tirupati or at Tirumala toll-gate. On receipt of message, the automobile break down van would immediately rush to the spot and attend to it at nominal charges to the vehicles stranded.
2. Among the temples where the ban is proposed to be imposed are the Kanakadurga Temple, Vijayawada, Mallikarjuna Swamy Temple, Srisailem, Lakshminarasimha Swamy Temple, Yadagirigutta, Sitarama Swamy Temple, Bhadrachalam, Rajarajeswari Temple, Vemulavada, Narasimhaswamy Temple, Simhachalam and Satyanarayana Swamy Temple.

Indian Express, April 18, 1985.



It is revealed by many pilgrims that this step would go a long way in the maintenance of religious and devotional atmosphere at least in Tirumala Hills.

Following are the observations and suggestions of the above study. It is observed that some pilgrims complained that the quality of canteen eatables were not upto the mark. Steps may be taken by the administration to supply food neatly packed in polythene packets to the pilgrims in TTD canteens and to those standing in queues since such a scheme has several advantages and present an elegant appearance to the pilgrims. The administration should have strict supervision over the canteens in the matter of quality of food supplied and its cost.

It is revealed that nearly 2,000 pilgrims would take advantage of the special ticket darshan facility. It had cut down the waiting time in the queue. Further, the pilgrims who do not have adequate time to spare are enabled to have darshan of the Lord in minimum possible time. However, nearly about 42.97 per cent of 121 pilgrims who had darshan by going



in general queue have reported that they took more than three hours time to complete the darshan. But, it is found, sometimes, the pilgrims were inconvenienced due to the visits of large number of VIPs. It is revealed on enquiry that nearly about 80 VIPs would visit Tirumala daily. The administration should devise steps for reducing the waiting time of the pilgrims in the general queue. No visit by a VIP or Minister should be allowed to disturb the line of pilgrims and nor any sevas and utsavams are cancelled or delayed on their account. 'It is the poor pilgrim who stands uncomplainingly in the never ending queues who is the real devotee of the Lord'¹.

It is inevitable on the part of the TTD to provide more accommodation in the context of the ever increasing influx of pilgrims to Tirumala. More attention should be paid by the administration on proper maintenance of cottages and choultries. The

1. Sitapati, P., 'Sri Venkateswara, The Lord of the Seven Hills; Tirupati', Bharatiya Vidya Bhavan, Bombay, 1977, p.197.



number of helpers should be increased so that they could be within the easy reach of the pilgrims for any assistance. It is noticed that the administration is sparing no efforts to make the affluent and influential devotees stay very comfortable. The emphasis seemed to be directed towards constructing luxurious guest houses filled with modern facilities at the expense of simple and humble devotees. It is criticised that the cardinal principle that 'all are equal before God' is ignored by the devasthanams. It may be said that a major part of the offerings to the deity would come from the poor devotees. It is suggested that the administration should construct two or three more choultries to the poor pilgrims who cannot afford to occupy paid accommodation. The TTD may go slow in the expansion of cottages and accord priority for the creation of free accommodation.

It is revealed that there are number of dalaries and brokers operating at Tirumala, who offer some services to the visiting pilgrims. Majority of



the respondents are of the view that their services are not desirable. Further, there are cases of cheating by these people at Tirumala. It is observed that there are no pilgrim guides on the hills to guide and assist the pilgrims. It is suggested that the administration should appoint some pilgrim guides at Tirumala to assist the pilgrims. There should be greater vigilance on the part of administration and periodical checks should be conducted by the officers to see that persons posted to help the pilgrims in the choultries and cottages attended to their duties properly and are readily available at the counters during their hours of duty. It is also necessary to strengthen the security arrangements at the choultries and cottages for ensuring safety of pilgrims and their properties.

It is pointed out by many of the pilgrims that the water of Swami Pushkarani is unclean. However, it is gratifying to note that the administration has been taking steps to keep the water clean and in hygienic condition. The proposed works suggested by



the National Environmental Engineering Research Institute are expected to be completed soon by the TTD.

It is revealed in the survey that about 63.50 per cent pilgrims have reported that the quality and price of laddu are quite good. But, considerable number of respondents hesitantly expressed their concern at the deterioration in the quality and size of laddu at Tirumala Temple in recent years. It may be recalled that it is the tradition of many pilgrims to buy a number of laddus at Tirumala and take them to their places and distribute among their relatives and friends. This gives them immense satisfaction of their Tirumala visit. It is observed that in making of laddus at the temple kitchen, the cooks touch water and take enough material into their hands for pressing into a ball-shaped laddu. As a result, the water content may give scope for the generation of fungus in the laddus. It is suggested that the cooks should dip their hands for moisture in ghee and not in water. Further, it may also be suggested that a mechanised pressing system can be introduced for making laddus. This will no doubt enhance the durability



and uniformity of laddus of Tirumala Temple. Laddus should be stored in stainless steel trays instead of bamboo baskets. The Mirasidars should maintain the kitchen in a hygienic condition.

It is revealed in the survey that about seven per cent of the respondents had a bad experience with the temple staff. However, the remaining number of pilgrims have expressed their satisfaction about the services of temple employees. It is suggested that the employees directly dealing with the pilgrims should be properly trained and motivated by the administration to discharge their duties with better skill and competence.

It is felt that there is an urgent need for introducing more schemes to cope with the situation caused due to ever increasing pilgrim flow to Tirumala Temple from all over the country. An average of 25,000 to 30,000 pilgrims visit the Tirumala Temple every day. On peak days, the number will go up to 40,000 or more. The pilgrim flow is reported to be increasing by nearly ten per cent annually in the



last few years. If this rise of flow of pilgrims continue in the next two decades, it is estimated that about one lakh pilgrims would throng the temple by the year 2005 A.D. Therefore, it is suggested that the TTD should erect a conveyor to move devotees automatically from Bangaruvakili to the Deity and back so that there would be uniform speed in the movement of pilgrims. This would also avert the unpleasant sight of TTD employees and scouts pushing the pilgrims in the queue line with their hands as is being done presently. The conveyor belts are at various industries and Ports to move materials and they are used in buildings in advanced countries to move people from one floor to another. It is also suggested that pilgrims should be allowed to go straight from Mahadwaram to Bangaruvakili, instead of rounding the Ranga Mantapam and Varadaraja Sannidhi involving waste of time. The administration will have to innovate more schemes for making the pilgrims' stay at Tirumala more comfortable which will lead to the promotion of pilgrims' satisfaction.



APPENDIX 5.1 : QUESTIONNAIRE FOR PILGRIMS

1. a) Name of the Pilgrim :
- b) Native Place : District: State:
- c) Age :
- d) Sex : Male / Female
2. Have you come alone or with other members of your family?
alone / with members of the family
3. a) Did you put up at Tirupati first before going for Tirumala?
Yes / No
- b) If the answer is No, will you stay at Tirupati while returning from Tirumala?
Yes / No
4. How do you feel about the transport facility for Tirumala and back?
Good / Satisfactory / Bad / No Opinion
5. How much time it takes to catch the bus for Tirumala?
Less than half an hour / one hour /
one to two hours / above two hours

contd...



6. How do you feel about the service of TTD canteens regarding quality and price? : Good / Satisfactory / Bad : Good / Satisfactory / Bad
7. a) Have you ever received the medical help at TTD Dispensaries? Yes / No
- b) If the answer is yes, how do you feel about the service in dispensaries? Good / Satisfactory / Bad
8. a) Have you had your Darshan: By special tickets / by pass / in general queue
- b) How much time it takes to complete your darshan? Specify: By special tickets / by pass : in general queue :
9. a) Are you satisfied with the facilities provided in New Queue Complex? Yes / No
- b) If the answer is No, specify your requirements:
10. a) Did you seek accommodation in TTD Choultries/ Cottages? Yes / No

contd...



If the answer is yes

- b) Are you accommodated in : Paid cottages / free choultries
- c) How do you feel about the amenities in choultries/ cottages? : Good / Satisfactory / Bad / No Opinion
- d) What is your experience in securing paid accommodation? : Difficult / Easy

If the answer is no

- e) Specify reason for not seeking accommodation at Tirumala?
11. a) Have you ever been approached by dalaries/ middlemen? Yes / No
- b) If the answer is yes, what do you feel about them/at Tirumala?

Desirable / Not Desirable / No Opinion

12. a) Do you take bath in Swami Pushkarani?

Yes / No

- b) If the answer is no, specify reasons:

contd...



13. Are you giving tips to the barbers at Kalyanakatta?

Yes / No

14. How do you feel about quality and price of Laddu at Tirumala?

i) Quality : Good / Satisfactory / Bad /
No Opinion

ii) Price : Exorbitant / Fair

15. a) Do you perform any Arjita Sevas?

Yes / No

b) If the answer is yes, what sevas you perform?
Specify:

c) How do you feel about rates of the sevas?

Exorbitant / Fair

16. How do you feel about the distribution of free prasadams, free meals at Tirumala Temple?

Good / Satisfactory / No Opinion

contd...

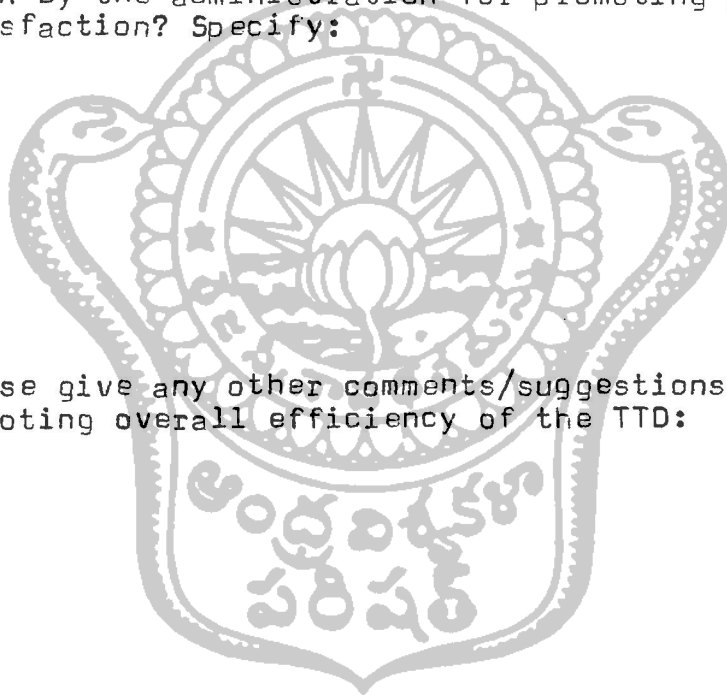


17. How do you feel about the services of the temple staff?

Good / Satisfactory / No Opinion

18. Do you suggest any programme/scheme to be undertaken by the administration for promoting pilgrim satisfaction? Specify:

19. Please give any other comments/suggestions for promoting overall efficiency of the TTD:



CHAPTER 6

POLICY ASPECTS OF THE TTD

This Chapter seeks to examine important policy aspects of the TTD administration like State Government control over the religious institutions, diversion of TTD surplus funds to the Government treasury, investment pattern and management of TTD personnel.

GOVERNMENT CONTROL OVER RELIGIOUS INSTITUTIONS

The question whether the Government would interfere and regulate the affairs of the religious institutions is hotly debated in recent times. It was contended that there is every justification and in fact a supreme expediency on the part of the Government to step in and set right the ills if any, of the religious institutions. The State has the right to interfere directly or indirectly, if the religious institutions do not fulfil their objectives



for which they were originally founded. When things go wrong in the functioning of religious organisations, they ought to be controlled by the Government. An effort on the part of the Government to regulate their activities is well within its competence and could never be brushed aside as ultravires of the Indian constitution. The argument that the Government should not control the religious institutions is nothing but fallacious.

Large funds of the TTD were misappropriated and misused by the mahants who administered devasthanam affairs before 1933. The entry of the mahants into the administration started an era of continuous strife resulting in an unending chain of civil and criminal cases. When the management of TTD was taken over by the Government of Madras in 1933, it was resolved to regulate the affairs of Tirumala Temple particularly in the utilisation of its funds. In 1951, the Government felt the urgent need to consolidate several amending Acts promulgated in the past and also to make a thorough overhaul of the entire administrative machinery of the religious institutions in the State



in order to secure a more effective and efficient supervision over them. As a result, the machinery for controlling and supervision of the endowments through a statutory Body known as the 'Madras Hindu Religious and Endowments Board' was abolished and the administration of religious and charitable institutions was vested with the Government department for which a Commissioner was appointed to administer the affairs of religious organisations. Later, the TTD came under the Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Act 1966. Subsequently, a separate legislation was made in the year 1979 to administer the affairs of the TTD. At present, the TTD is managed under the provisions of the TTD Act 1979.

A section of the public assert that the Government should not interfere in matters of religion and charity. There are others who strongly feel that the Government is the proper authority to exercise control in matters of religion. Those who oppose Government regulations over the religious institutions feel that



once a secular Government begins to set its hands on religious institutions, there would be no limit to it. Their contention is that the legislature is not elected by the people on the definite issue of interference with religion and vesting powers in the Government for the administration of temples in the State.

Sub Clause (2) of the Article 25 of the Indian Constitution says "Nothing shall affect the operation of any existing law regulating or restricting any economic, financial, political or other secular activity which may be associated with religious practices". Article 15 says "The State shall not discriminate against any citizen on grounds of religion, race, caste and sex, etc. The State should not discriminate any citizen but it can bring in legislation to regulate the activities of Hindu, Muslim or Christian endowments"¹. The Government control over

1. Varadachari, V.K., 'The Law of Hindu Religious and Charitable Endowments', Eastern Company, Lucknow, 1977, p.312.



the religious organisations is desirable as long as the religious sentiments of the people and the objectives of the institutions for which they are set up are not affected.

In unambiguous terms, Article 26 of the Constitution says "Subject to public order, morality and health, every religious denomination or any section thereof shall have the right (1) to establish and maintain religious and charitable institutions, (2) to manage its own affairs in matters of religion, (3) to own and acquire movable and immovable property and (4) to administer such property in accordance to law"¹. The people are entitled to see that the fabulous amounts endowed to the religious organisations are properly utilised. The State may act in this regard and protect the interests of all without flagrantly violating or affecting the interests of religious institutions. Constitutionally, there is no specific prohibition against the State concerning

1. Ibid., p.315.



itself with the management of religious organisations. The Government control might be good in itself, but unqualified and unrestricted control is detrimental to the institutions and their interests.

DIVERSION OF FUNDS

The surplus funds (or the ear-marked funds) of the TTD kept in fixed deposits in about 200 branches of 33 scheduled and nationalised commercial banks in the country were about Rs.4,797.21 lakhs during the year 1982-83. The Government of Andhra Pradesh cast an eye on the substantial surplus funds of the TTD with a view to tap the resources to meet the increased expenditure for public welfare activities in the State like provision of drinking water, construction of houses to the weaker sections of the society, etc. The Government sent a directive to the TTD administration in February 1983 asking it to deposit the surplus funds of over Rs.47 crores of the devasthanams in the Government treasury at Tirupati or any other convenient treasury. The decision gave scope to controversies among the public and in the



Government circles. Few devotees who opposed the decision of the Government to transfer TTD funds into the Government treasury moved the courts against the Government. However, no judgement is delivered on this matter so far.

The Indian Constitution entrusts many responsibilities to State Governments to protect and promote public welfare. When the people's desires and requirements are increasing, it is obvious that the Government has to find out ways and means to mobilise funds for meeting the increased welfare expenditure of the Government. T.K.Tompe, an eminent jurist, was of the view that "the welfare activities of the Government were more important than the religious sentiments of the people"¹. It was expedient that the Government must be armed with the power to regulate the affairs of the public institutions. The State must see that there is no fraud in any field whether it be in religious institutions or in public utility

1. Quoted in Andhra Prabha (Telugu Daily), Editorial, March 5, 1983.



concerns. The Government has to set right these things so that the institutions will serve the public more effectively. In a welfare state, nowhere the Government leaves anything free from interference. Further, it is the people who contribute money in their humble mite to the temple and as such the Government has an inherent responsibility to see that the moneys are properly spent.

It can be stated that the decision of Andhra Pradesh Government in directing the TTD to deposit its surplus funds is in full conformity with the provisions of the Tirumala Tirupati Devasthanams Act, 1979. The Sub-Section 3 of Section 23 of the Act said "All moneys belonging to the funds of the TTD shall be deposited in such bank or treasury or be invested in such securities in accordance with such guidelines as may be issued by the Government in this behalf"¹. A provision was also made in the Act that the Government could alter, add or omit any

1. The TTD Act 1979, TTD, Tirupati, 1979, p.11.



purposes for which the funds might be utilised. Defending the Government decision, the Chief Minister of Andhra Pradesh, N.T.Rama Rao said, "Humanity is divinity; Lord Venkateswara does not take exception to His treasure being utilised to provide drinking to the thirsty or to give a few loaves to His starving children"¹. The saying of 'service to masses is service to God' could be conveniently done by diverting the surplus funds of TTD to the Government treasury. The directions issued by the State Government to the TTD to withdraw the funds from the banks and deposit them in Government treasury were not reportedly prompted by any sinister motive but inspired by interest in public welfare.

The people opposed to the decision of the Government felt that all the developmental works of the TTD would come to a standstill. This may not be correct. Because, after meeting all the requirements and commitments of the TTD only, surplus funds will be deposited in the Government treasury. Further,

1. The Hindu, March 2, 1983.



they argued that there is every possibility that the offerings by pilgrims in Lord's hundi would decline on account of the apprehension that the TTD funds would be utilised for non-religious or secular purposes. This apprehension proved wrong as the earnings of the TTD have grown substantially after the Government took this decision¹. Another criticism was that people would lose confidence and faith in the TTD or in the deity, if the funds were diverted to the Government treasury. There is also no truth in it. When the people offered their voluntary contributions to Lord, they would not usually expect that their contributions should be utilised in a particular manner. What all they wanted was that, the TTD should maintain sanctity of the temple and provide good amenities to the visiting pilgrims. Further, the public would not dictate the TTD to spend the surplus funds on some activity or the other. The TTD on its own

1. This is evident from the fact that the TTD had received an income of Rs.38 crores in the year 1983-84 and it touched a record level of about Rs.50.86 crores during 1984-85.



wisdom would utilise its funds for the good cause of the people. Proper utilisation of funds is an integral part of any good administrative system and the TTD is no exception to this.

The State Government agreed to pay interest on the diverted funds of the TTD to the treasury at commercial bank's rate and also to compensate the loss which the TTD might suffer due to premature closure of fixed deposits. When the Government is involved in arriving at many important decisions and has been successfully managing the State funds of about Rs.1,000 crores a year, it is not a difficult task for the Government to manage the surplus funds of just over Rs.47 crores of the TTD. The public health and panchayat Acts were made applicable to Tirumala and a Civic Council was constituted for Tirumala Hills by the State Government. A State Advisory Body on religious matters had been functioning at the State headquarters in Hyderabad. Therefore, the State Government is involved itself in every aspect of temple administration and the



decision of the Government to divert the surplus funds of the TTD into the Government treasury is in complete consistency with the aims and aspirations of the general public.

It is also feared by a section of the public that Executive Officer and the members of the Board and Management Committee nominated by the State Government might not have the necessary courage to press the Government for the release of funds. Hence, the State Government should ensure that adequate funds should continuously be spent by the TTD on the purposes¹ permitted under the provisions of the TTD Act, 1979.

The purpose of the diversion of funds to the Government treasury should be to derive legitimate advantage of the temple funds for the good cause of

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1. The Hindu Dharma Rakshana Samstha which was supposed to champion the cause of propagation of Hinduism and ancient values, training of archakas, provision of amenities to the pilgrims visiting Tirumala, religious and charitable services and other incidental activities are some of the purposes permitted under the Act.



the people of the State and ensuring that funds are secure and remunerative to the temple. Whatever be the decision taken by the Government in the larger interests of the people and the institution, the humble worshipper should not have the feeling that his offerings are being operated by a soulless governmental machinery. At any cost, nothing should be done either by the Government or the Trust Board of the TTD to offend the religious sentiments of the devotees but maintain the religious and devotional sanctity and sacredness of Tirumala Temple.

INVESTMENT PATTERN

The TTD has its own funds which include all the amounts received by way of donations, gifts, kanukas and from Arjita Sevas, etc. The moneys received by the TTD are in the custody of the Financial Adviser and Chief Accounts Officer subject to the overall control of the Executive Officer. The income received in excess of the limit laid down by the Management Committee for immediate purposes, is deposited in the name of TTD in scheduled commercial



banks. The Financial Adviser and Chief Accounts Officer has the power to withdraw such deposits and operate the bank accounts. Usually, the money is not withdrawn from the banks unless it is required for immediate payment for the purposes of the TTD. The funds of the TTD which are not required for immediate expenditure shall be invested in one or the other of the following securities namely: (1) "Promissory notes, debentures, stock or other securities of the Central Government; (2) Promissory notes, debentures, stock or other securities of the State Government; (3) In fixed deposits for periods not exceeding six years in any scheduled bank as defined in the RBI Act 1934; and (4) In the TTD Employees' Cooperative Bank not exceeding Rs.2.5 lakhs on the whole"¹.

The TTD invests its surplus funds in long term deposits to earn higher rate of interest. The main source of income of the devasthanams is the receipt of Sri Vari Hundi and other collections. After

1. TTD Rules, TTD, Tirupati, 1979, p.29.



meeting the expenditure of all the items of the TTD, the surplus revenue is invested in various scheduled banks. The investments are usually made for several times by the administration during a year basing on the quantum of receipts. They are made on long term basis under reinvestment plan to earn higher rate of interest. As the data on investments was said to be more confidential to the administration, detailed investments made in individual scheduled banks by the TTD could not be collected. It was revealed that the investments of TTD were made in about 200 branches of 33 scheduled and nationalised commercial banks in the country.

Table 6.1 furnishes the particulars of investments of the TTD for the period 1974-75 to 1982-83. The investments of the TTD during the year 1982-83 were Rs.4,797.21 lakhs as against Rs.1,035.86 lakhs in 1974-75 representing an increase of nearly about 363 per cent and with an average rise of 40 per cent per year in a period of nine years. There had been a declining trend in the fresh investments made by



TABLE 6.1 : PARTICULARS OF FRESH INVESTMENTS AND INTEREST ACCRUED DURING 1974-75 TO 1982-83

Particulars	(Rupees in Lakhs)									
	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83	
Opening Balance	586.85 (100.00)	1,035.86 (176.51)	1,462.27 (249.17)	2,041.80 (347.92)	2,693.43 (458.96)	3,164.05 (539.15)	3,514.54 (598.88)	3,960.36 (674.85)	4,366.04 (743.97)	
Fresh Investments	806.31 (100.00)	568.45 (70.50)	543.51 (67.40)	467.45 (57.97)	304.51 (37.76)	147.74 (18.32)	251.09 (31.14)	205.44 (25.47)	201.62 (25.00)	
Add: Interest Accrued	111.15 (100.00)	139.38 (125.39)	171.42 (154.22)	184.18 (165.70)	223.43 (201.01)	331.22 (297.99)	375.20 (337.56)	380.87 (342.66)	413.00 (371.56)	
Interest and principal encashed (Less)	1,504.31 (100.00)	1,743.69 (115.91)	2,177.20 (144.73)	2,693.43 (179.04)	3,221.37 (214.14)	3,643.01 (242.17)	4,140.83 (275.26)	4,546.67 (302.24)	4,980.66 (331.09)	
	468.45 (100.00)	281.42 (60.07)	135.40 (28.90)	-	57.32 (12.23)	128.47 (27.42)	180.47 (38.52)	180.63 (38.55)	183.45 (39.16)	
CLOSING BALANCE	1,035.86	1,462.27	2,041.80	2,693.43	3,164.05	3,514.54	3,960.36	4,366.04	4,797.21	

Note : Figures in parenthesis indicate index numbers with 1974-75 as the base year (100).

Source : TTD Administration Reports of different years.



the administration during the period under study. The fresh investments declined by about 30 per cent in 1975-76 over its previous year and this decline had continued in rest of the years also. This was due to the policy of the administration to spend substantial amounts of money on the capital and construction works and leaving less amounts for the purpose of fresh investments during the period.

As seen from the table, the balance of the total investments at the closing of the year was taken as opening balance for the next financial year. The investments were made in different months spread over the year basing on the surplus income derived by the administration. The fresh investments of the current year were added to the opening balance of the current year which were called total investments on which the interest was accrued. The interest on the opening balance was worked out basing on the period of investments made in the current year. The total interest would be derived at the closing of the year under the same procedure. When the fixed deposit receipts were



matured during the intermittant years, a part of the principal amount and the interest earned were withdrawn by the administration as and when it required funds for immediate payments and commitments during the years under study. If the administration was not in need of any funds for immediate payments, the principal amount and the interest earned during a year were reinvested in fixed deposit receipts. The administration had not withdrawn any principal amount and the interest during the year 1977-78. The encashed and withdrawn amount by the administration during the years was deducted from the amount of investments plus interest accrued. The residual amount became the closing balance of the current year and opening balance of the next financial year.

It is also observed from the table that the total investments had grown steadily over the years under study. Though the interest derived during the years was increasing, the amount of fresh investments made, had shown a declining trend. This did not mean that the financial position of the TTD was unsound.



It is revealed that the administration has "deposited Rs.10 crores in fixed deposits during 1983-84 after taking care of all the expenditure. And this is the highest amount ever deposited in a year"¹.

Table 6.2 presents the details of investments of the TTD. The investments were categorised under two heads: Bank Fixed Deposits and other types of investments. The first type of investments were made in the form of Pension Fund, Depreciation Fund, Gratuity Fund, Reserve Fund and General Investments. It is observed that except General Investments in the first category, all types of fixed deposits had shown considerable increase over the years. The administration had invested a good amount of funds in Government Bonds and other valuable securities as Reserve Fund. The fixed deposits in the form of Reserve Fund increased by nearly over 12 times during the period of nine years indicating an average rise of 129 per cent a year. The other fixed deposits

1. Ravindranath Sushila, 'Temple Trusts, The Case of Tirupati', Business India, September 10-23, 1984, Bombay, p.88.



TABLE 6.2 : DETAILS OF INVESTMENTS OF THE TTD
DURING 1974-75 TO 1982-83

(Rupees in Lakhs)

Particulars	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83
I. Bank Fixed Deposits:									
1) Pension Fund	445.00 (100.00)	513.13 (115.31)	547.03 (122.92)	757.60 (170.24)	936.11 (210.36)	1,001.30 (225.01)	1,090.37 (245.02)	1,184.12 (266.09)	1,300.16 (292.17)
2) Depreciation Fund	175.10 (100.00)	241.80 (138.09)	287.23 (164.03)	307.44 (175.57)	346.62 (197.95)	353.77 (202.03)	402.03 (229.60)	447.35 (255.48)	520.12 (297.04)
3) Gratuity Fund	85.45 (100.00)	108.06 (126.45)	128.85 (150.78)	235.65 (275.82)	355.73 (416.30)	393.23 (460.18)	455.93 (533.56)	475.42 (556.37)	537.31 (628.80)
4) Reserve Fund	146.74 (100.00)	190.04 (129.50)	436.19 (297.25)	701.87 (478.30)	975.04 (664.46)	1,297.12 (883.95)	1,493.96 (1018.10)	1,683.92 (1147.55)	1,863.45 (1269.89)
5) General Investments	162.91 (100.00)	336.57 (206.59)	504.20 (309.49)	490.04 (300.60)	340.05 (208.73)	283.67 (174.12)	300.10 (184.21)	342.37 (210.15)	350.62 (215.22)
II. Other Types of Investments:									
6) Loans to other institutions including staff, etc.	6.00 (100.00)	54.01 (900.16)	114.79 (1913.16)	176.82 (2947.00)	180.96 (3018.00)	151.12 (2518.66)	169.05 (2817.50)	176.35 (2939.16)	183.53 (3058.83)
7) Other miscellaneous deposits	3.28 (100.00)	2.08 (62.80)	1.43 (43.59)	1.46 (44.51)	1.85 (56.40)	2.03 (61.89)	2.13 (64.93)	2.18 (66.46)	2.25 (68.59)
8) Electrical Security Deposits	4.77 (100.00)	5.24 (109.85)	6.46 (135.42)	7.03 (147.37)	9.21 (193.08)	13.82 (289.72)	0.52 (10.90)	-	1.07 (27.43)
9) Ramaswamy Pasika Mirgal Investment	6.60 (100.00)	10.15 (153.78)	15.62 (236.66)	18.48 (280.00)	18.48 (280.00)	18.48 (280.00)	31.74 (480.90)	38.63 (585.30)	28.70 (586.36)
10) APSEB Deposits	0.01 (100.00)	1.21 (12100.00)	-	-	-	-	14.33	15.45	-
11) Telephone Deposits	-	-	-	-	-	-	0.20 (100.00)	0.25 (125.00)	-
TOTAL	1,035.86 (100.00)	1,462.27 (141.16)	2,041.80 (197.11)	2,696.43 (260.30)	3,164.05 (305.45)	3,514.54 (339.28)	3,960.36 (382.32)	4,366.04 (421.48)	4,797.21 (463.11)

Note : Figures in parenthesis indicate index numbers with 1974-75 as the base year (100).

Source : Compiled from the Annual Reports of the TTD.



like Pension Fund, Depreciation Fund and Gratuity Fund also rose significantly during all the years under study. It is evident from table that Reserve Fund constituted about 38.84 per cent of the total investments followed by Pension Fund (27.10 per cent) and Gratuity Fund (11.20 per cent).

Among other types of investments in the second category, loans to other institutions stood first followed by the investment of Ramaswamy Pasika. Ramaswamy Pasika investment was created with the result of the court direction given to the TTD administration. There had been litigation between one type of mirasidars and TTD in the distribution of income on the sale of prasadams. The sale value of their share in prasadams was being deposited over the years in the bank in the name of Ramaswamy Pasika under the direction of the Court. Until now, this matter is not settled. The Ramaswamy Pasika Investment had increased by six-fold during the period from 1974-75 to 1982-83.



The average interest yield rate on investments during the period from 1974-75 to 1982-83 is presented Table 6.3. As stated earlier, the interest on the opening balance was worked out for the full year and the interest on fresh investments was calculated basing on the period of investments made at different dates in the current year. The interest derived on each kind of fresh investments made by the administration at different intervals could not be calculated here for want of details of individual investments made during a year. Hence, an average annual interest yield rate was calculated after summing up the investments of opening balance and fresh investments during a year. As seen from the table, the average interest yield rate rose from 7.97 per cent in 1974-75 to 8.68 per cent in 1975-76 and started declining in the next three years. During 1979-80, it had increased to 10 per cent and there had been a gradual decline of the annual average interest rate since 1980-81.

However, it was anticipated that from the year 1983-84, the TTD would earn not less than



TABLE 6.3 : AVERAGE INTEREST YIELD ON
THE INVESTMENTS

(Rupees in Lakhs)

Year	Total Investments on 31st March	Interest accrued during the year	Average inter-rate yield rate (per cent)
1974-75	1,393.16 (100.00)	111.15 (100.00)	7.97 (100.00)
1975-76	1,604.31 (115.15)	139.39 (125.39)	8.68 (108.90)
1976-77	2,005.78 (143.97)	171.42 (154.22)	8.54 (107.15)
1977-78	2,509.25 (180.11)	184.18 (165.70)	7.34 (92.09)
1978-79	2,997.94 (215.18)	223.43 (201.01)	7.45 (93.47)
1979-80	3,311.79 (237.71)	331.22 (297.99)	10.00 (125.47)
1980-81	3,765.63 (270.29)	375.20 (337.56)	9.96 (124.96)
1981-82	4,165.80 (299.01)	380.87 (342.66)	9.14 (114.68)
1982-83	4,567.66 (327.86)	413.00 (371.56)	9.04 (113.42)

Note : Figures in parenthesis indicate index numbers with 1974-75 as the base year (100).



11 per cent interest rate on its investments. This was because of the careful handling of investments by the administration and the revision of rates of interest on bank fixed deposits by the Reserve Bank of India. The interest accrued on investments rose by about 270 per cent from 1974-75 to 1982-83 indicating an average increase of 30 per cent a year during the period. There had been a consistent rise of interest earning for the TTD during the selected period.

It can be observed that returns on investments of the TTD were quite unremunerative in view of the prevailing higher market rates of interest. A basic problem for most of the religious and charitable institutions like the TTD is to canalise its savings in banks and Government securities which yield less returns. Further, the TTD Act, 1979 does not lay down anything beyond certain specified agencies into which the surplus funds of the TTD can be invested. The growth in investments will be appreciated if the TTD is not so conservative about its funds being invested in scheduled banks which carry a low rate of interest.



The public sector undertakings like Indian Oil Corporation, Bharat Petroleum Corporation Limited, Minerals and Metals Trading Corporation, Steel Authority of India Limited, Hindustan Machine Tools, etc., were offering an interest rate ranging from 13 to 15 per cent for a period of three years on their fixed deposits. In case the funds of the TTD are invested in public sector undertakings like IOC, BPCL, MMTC, etc., the interest earnings will be sufficiently higher. This can be substantiated by taking an example. Suppose a corporate sector undertaking like Indian Oil Corporation offers an interest rate of 13 per cent a year on the fixed deposit receipts. During 1982-83, the total investments of the TTD were Rs.4,567.66 lakhs with an interest yield of Rs.413 lakhs. Assuming the funds of the TTD are transferred to the SAIL, the administration is likely to earn an interest of nearly about Rs.593.79 lakhs a year. This is about Rs.180.79 lakhs more than the earning of the TTD during 1982-83. Therefore, it is suggested that the TTD may invest its funds in few of the



above mentioned companies. The TTD Act of 1979 may suitably be amended to this effect.

MANAGEMENT OF PERSONNEL

Management is the art of getting things done through people. It is the effective utilisation of human and material resources to achieve the objectives of enterprises¹. The TTD is a public institution and obviously its administration is a matter of public concern. It is a growing organisation performing diverse activities. The veteran administrator, late Sir C.P. Ramaswamy Iyer referred to the TTD administration as 'a model of efficiency and creative effort'². The late Prime Minister of India, Lal Bahadur Shastri referred to his visit to Tirumala Temple in the year 1964 and said that he was very much impressed by the management of the temple which was functioning efficiently and to the greatest advantage to the public.

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1. Glueck, W.F., Management, The Dryden Press, Illinois, 1977, p.6.
 2. Ramaswamy Iyer, Chairman, All India Hindu Religious Endowments Commission, Government of India, 1960-61, p.229.

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The TTD has become a gigantic organisation having nearly 7,500 people working in different establishments of the TTD during 1984-85. The salary bill of the TTD rose from Rs.193.35 lakhs during 1973-74 to Rs.571.17 lakhs during 1982-83 indicating an increase of 195 per cent during this period. About 16.40 per cent of the total income of the TTD was spent on establishment charges in 1982-83. There is a steep increase in the establishment charges because of wage revision, mass recruitment of employees in various establishments of the TTD and the round the clock service provided by the TTD to the pilgrims in certain services. Though it is a religious institution, the TTD is concerned with a variety of functions and responsibilities and it can be well compared to a mini-Government having all the wings and departments. They used to render multifarious activities like providing accommodation to thousands of pilgrims visiting Tirumala every day, arranging food, convenient darshan of the Lord, looking after sanitation and public health, making available free medical aid to the needy pilgrims, ensuring water supply, maintaining



a dairy farm and printing press, management of various educational and charitable institutions, undertaking huge construction works, etc.

To perform the above responsibilities more efficiently, the administration needed an efficient and sound organisation and also required an enormous measure of managerial ability and administrative skill. The prestige, popularity and proper functioning of any institution is depended upon the personnel it consisted of. In an important religious organisation like TTD, this standard of requirement has assumed a significant dimension both in the case of archakas who would perform the ritualistic services in temples and the large number of officers and staff who are engaged in providing and looking after the amenities of pilgrims. With the advance of time and increase of revenues of the TTD, it is natural that the administration has to take up various activities on a large scale. As a result, the number of personnel required has risen considerably in recent years.



Table 6.4 furnishes the particulars of number of employees (service-wise) as on 31.3.1983. There were about 6,956 employees working in various departments of the TTD as at the end of March 1983. Among them, about 196 were officers, 3,774 were the ministerial staff and 2,986 were the Class IV and below grade employees working in the TTD.

Under the administration side, the Office of the Executive Officer is the nerve centre where all paper work in the administrative chores is done. The Executive Officer has the executive control over the personnel of the TTD. It is found ^{that} the powers of the Executive Officer were restricted in recent years and this was felt severely on the administration of the TTD. In fact, the Executive Officer is supposed to have many powers to supervise the employees for improving the efficiency of the administration.

The personnel function in the TTD has acquired considerable significance in view of the stupendous rise in the strength of staff in various categories and creation of various departments. It can be



TABLE 6.4 : DETAILS OF NUMBER OF PERSONNEL
(SERVICE-WISE) AS ON 31.3.1983

Service	Offi- cers	Minis- terial Staff	Subordi- nate Staff	Total
Administrative	57	1,175	845	2,077
Technical and Engineering	81	695	860	1,636
Medical and Health	23	275	630	928
Educational	24	1,375	450	1,849
Religious and other services	11	254	201	466
TOTAL	196	3,774	2,986	6,956

Source : Office of the Executive Officer,
TTD, Tirupati.



stated that 'though it is one of the specialised functions necessary for the effective utilisation of human resource, it is the only function which is performed by every executive, irrespective of his level of position in the organisation'¹. The policies governing personnel matters are now framed by the Board of Trustees and the Executive Officer. The absence of a separate personnel department in the TTD to deal with matters pertaining to personnel and human relations aspects is a glaring oddity in the organisational structure.

Need for Manpower Planning

It is observed that there is no manpower planning as such to assess the staff requirements of the TTD. The administration also, it seems, did not make so far any attempt to conduct a scientific study of the job description of ministerial and subordinate employees, their workload norms, performance, etc.

1. Awate and Chunawalla, 'Industrial Organisation and Management', Vinda Publishers, Jalagaon, 1982, p.214.



It is high time that the administration should set up a Committee on 'Manpower Planning' to advise the administration in the matter of utilisation of manpower more effectively in the organisation. The Committee may conduct a scientific study to find out the actual number of employees required in each department and determine the workload entrusted to each employee. This is necessary to rationalise the staff pattern and fixing the cadre strength. The committee may also be entrusted with the work of streamlining various departments of the TTD for securing maximum efficiency of the employees. Till the proposed manpower planning is done, the administration is advised not to go for further recruitment of personnel in various departments in the next few years. The services of the existing employees of the organisation could be better utilised with the existing workload.

Employee Motivation and Welfare

Hardly any of the management institutes or universities have any course or a training programme



in temple administration or charitable management¹. It is felt desirable that the management experts should develop a course or training programme on temple management in some of the academic institutions. This would go a long way in increasing the efficiency of staff working in various religious institutions. Bringing temple management under trained personnel would not only augment the income of the TTD but also serve to run the temple administration in a well organised manner.

The nature of service in temple reception is of specialised nature and required a kind of training similar to the one given to Air-Hostess to enable one to possess aptitude to receive people cheerfully. The indifferent attitude of the employees cultivated in certain Government departments and public undertakings, which is the order of the day, has no place in a temple organisation like TTD. A kind of courtesy and attention conspicuously found in some of the well

1. Lacopa, 'Need for Temple Management', Financial Express, September 13, 1982, p.6.



known private commercial establishments should be ideal in the temple organisation.

The employees of the TTD should act as friends and guides to the pilgrims. Any discourtesy on the part of the employees should be severely dealt with. They should be made aware that this is a pilgrim facility oriented administration. They should be animated by a spirit of service, zeal and enthusiasm, besides possessing the capacity for hard work and willingness to work. The officers must set an example and inspire the subordinates to follow suit. Complaint books should be placed at prominent places inside the temple premises and in the choultries and cottages so that the pilgrims can record their complaints and also make suggestions. These complaints and suggestions should be examined by a responsible officer at least once in a week and suitable action thereon should be taken. There should be surprise visits by the Executive Officer and his deputies to the temple premises, choultries, cottages with a view to ascertain the needs of the pilgrims and hear



give a pilgrim compensatory allowance to its employees stationed at Tirupati and Tirumala'¹. Under this, the employees are entitled to get 10 per cent of their basic pay, subject to a minimum of Rs.30 and a maximum of Rs.150 a month. The employees had pressed for such an allowance to meet the additional burden on them because of frequent visits of their relatives and friends to Tirumala and Tirupati.

It is found that the TTD administration has been providing meals to its employees in its canteens at Tirupati and Tirumala at a subsidised rate of Rs.1.25 per meal. This is found to be one of the important welfare measures of the TTD to its employees. The administration has also encouraged its employees to create an 'Employee Welfare Fund' in the year 1980 on the lines of the State Government's Family Benefit Scheme, with an initial deposit of Rs.25 from each employee. This scheme is intended to provide as an exgratia grant to the families of

1. 'Hosting Allowance for TTD Staff', The Hindu, September 1, 1984.



suggested that the Government control over the religious institutions is good but it should be exercised objectively and should be free from prejudice and in the best interests of the institution concerned. Undue and unwarranted interference in the temple administration is likely to mar the public image and affect the faith and confidence of the public in the religious institutions.

It is found that the Andhra Pradesh Government sent a directive to the TTD administration in February 1983 to deposit its surplus funds of about Rs.4,797.21 lakhs in the Government treasury. This decision gave scope to various contraversies among the public. It may be pointed out that Indian Constitution gave many responsibilities to the State Governments to protect and promote public welfare. It is obvious when the people's requirements are increasing, the Government has to find out ways and means to mobilise funds for meeting the increased welfare expenditure of the Government. It is felt that the Government's decision in directing the TTD to deposit



the employees after retirement or in case of premature death of employees. The administration decided in June 1984 to construct 351 houses in an area of about 25 acres at Avilala village about three kilometres from Tirupati at an estimated cost of Rs.232 lakhs for the benefit of its employees under its 'own your house scheme'.

It may be observed that the TTD Cooperative Stores Limited was set up as early as in the year 1937 at Tirupati for the benefit of the employees. It was intended to supply essential commodities, cloth and other provisions at fair prices to the employees of the TTD and general public. The Executive Officer is the Ex-officio President of the Cooperative Stores. It is observed that the Cooperative Stores has been doing useful service to the employees of TTD and general public. The TTD Employees' Cooperative Bank was also set up early in 1938 to provide credit facilities to the employees of the TTD. It is found that the bank has been meeting the requirements of the employees even since



its inception. During 1980-81, the bank has created a fund called 'Deceased Member Family Relief Fund' (DMR Fund) for the benefit of the members of the bank. The scheme is intended to provide financial assistance to the families of the deceased employees of the TTD. The particulars of this fund are furnished in Appendix 6.1.

Following are the observations and suggestions of the above study. At present, the TTD is managed under the provisions of the TTD Act, 1979. It is observed that there had been a debate about the bonafides of the State Government to interfere in the functioning of religious institutions. A section of the people assert that the Government should not interfere in matters of religion and charity. There are others who strongly oppose the Government's intervention in the working of religious institutions. However, it can be stated that the Indian Constitution allowed the State Governments to interfere and control the religious organisations when their activities go wrong. Hence, it is



suggested that the Government control over the religious institutions is good but it should be exercised objectively and should be free from prejudice and in the best interests of the institution concerned. Undue and unwarranted interference in the temple administration is likely to mar the public image and affect the faith and confidence of the public in the religious institutions.

It is found that the Andhra Pradesh Government sent a directive to the TTD administration in February 1983 to deposit its surplus funds of about Rs.4,797.21 lakhs in the Government treasury. This decision gave scope to various controversies among the public. It may be pointed out that Indian Constitution gave many responsibilities to the State Governments to protect and promote public welfare. It is obvious when the people's requirements are increasing, the Government has to find out ways and means to mobilise funds for meeting the increased welfare expenditure of the Government. It is felt that the Government's decision in directing the TTD to deposit



its surplus funds is in full conformity under the provisions of the TTD Act, 1979. It is observed that the apprehensions expressed by some people were proved wrong in respect of hundi earnings and the religious sentiments of the devotees.

However, there was a feeling that the flexibility with which the TTD could operate the funds in times of emergency would be lost. For this, the Government has to give a free hand to the TTD administration to draw its funds from the treasury as and when they are required without obtaining any prior permission of the Government. It should be made as simple as that of withdrawing money by the current deposit holder from the banks.

It is observed that the TTD used to keep their surplus funds in fixed deposits of scheduled commercial banks. As seen from the analysis, it is revealed that the earnings on investments were quite unremunerative keeping in view of the prevailing rates of interest in the capital market.



It may be noticed that the public sector undertakings like Indian Oil Corporation (IOC), Bharat Petroleum Corporation Limited (BPCL), Steel Authority of India Limited (SAIL), Hindustan Machine Tools (HMT) are offering an interest rate ranging from 13 to 15 per cent for a period of three years on their fixed deposits. In case the funds of the TTD are invested in organised sector of the industry like SAIL or IOC or BPCL, the interest earnings will be sufficiently higher than the present earnings. It is suggested that the TTD Act of 1979 may suitably be amended by the State Government so as to enable the administration to invest its funds in the corporate enterprises for deriving higher earnings. It is desirable to put the funds of the TTD preferably in public sector undertakings where the funds are guaranteed by the Central Government. The act of putting the funds of the TTD in high yielding securities does not affect either the religious sentiments of the public or the capital works of the administration. It is also suggested that the FA & CAO of the TTD may



explore alternative prospects to increase the earnings on investments and choose the best of all.

It may also be suggested that the TTD can conveniently provide interest bearing loans to the financial institutions like Andhra Pradesh State Financial Corporation, Andhra Pradesh Industrial Development Corporation, etc., which provide finance to the industry in the State. This could, however, be done by securing the State Government's guarantee. When the loans are given to these financial institutions, not only the earning capacity of the TTD will increase but the administration will have the satisfaction of extending its helping hand indirectly to the industrial development of the State.

It is revealed that the Assistant Engineers were categorised in the officers cadre in the technical and engineering service and teaching staff like Lecturers were included in the ministerial staff of the educational service. It is suggested that the lecturers of various colleges of TTD may be treated as officers and include in the officers' category.



It is observed that the personnel employed in some of the sections and departments of TTD was over and above the required level. In fact, the staff do not have adequate work to perform in some of the departments. It is observed that there is no manpower planning as such to assess the staff requirements of the TTD. It is high time that the administration should set up a Committee on 'Manpower Planning' to advise the administration in the matter of utilisation of manpower more effectively in the organisation.

It is found that TTD does not have a Personnel Officer to manage its personnel matters. In recent times, it is a common practice to have a Personnel Officer for an industry even it has about 500 employees on its rolls. It is suggested that a Personnel Department should be created appointing a Chief Personnel Officer to look after the procedure of recruitment, selection, placement and training of the ministerial and subordinate staff of the TTD and union-management relations.



It is revealed that there is an opposition from the employees for the filling up the posts on deputation. It may be suggested that borrowing officers on deputation from the Government Department should be avoided as far as possible except in a few exceptional cases, where suitable personnel is not available in the TTD. It is observed that these officers would not be under the disciplinary control of the devasthanams authorities. Moreover, they are liable to be transferred frequently. There has been a criticism that promotional opportunities for the employees are almost nil in the TTD. As the TTD is a separate institution, its employees do not have transfers to some other Government agencies or departments. The employees who are more efficient, sincere and dedicated in their work should be rewarded by the administration as and when their services are found exemplary. It is suggested that the administration should create more promotional avenues for its employees on the basis of experience, merit and personal integrity.



APPENDIX 6.1 : CREATION OF PROVISION FOR DECEASED
MEMBER FAMILY RELIEF BURDEN : TTD
EMPLOYEES' COOPERATIVE BANK, TIRUPATI.

SCHEME

- 1) The Scheme shall apply to all the members of the Tirumala Tirupati Devasthanams Cooperative Employees Bank, Tirupati, irrespective of the category to which they belong in TTD. Employees inclusive of workcharged employees who have put in continuous of five years.
- 2) The Scheme shall come into force from 15.8.1980.
- 3) Every member of the Society shall be required to pay an yearly contribution of Rs.12 per annum on 1st of August. So long as he continue to be a member of the Society.
- 4) The contribution from the members shall be credited to a fund called the "Deceased Member Family Relief Fund" (D.M.R. Fund).
- 5) The contribution shall be a first charge on any payment by any member to the TTD Employees Cooperative Bank.
- 6) The fund shall be invested in the TTD Employees Co-op. Bank, Tirupati, as a deposit and can be utilised for sanctioning loans to the members as per the By-law of the TTD Employees Co.op. Bank, Tirupati, or in any other security which may fetch adequate return on investment. The interest so earned on the deposit shall be used for this Scheme.
- 7) In case the member dies without discharging his liabilities to the TTD Employees Co.op. Bank, Tirupati, and to TTD Co.op. Stores, shall be adjusted from the interest derived on the investments of the fund so that the deceased member's family may have financial relief to the extent of the loan that remained undischarged by the member to Society subject to various provisions of this scheme.



contd...

Contd...

- 8) The maximum amount that can be waived against a deceased member's loan including interest thereof and other liabilities to the Society shall not exceed Rs.3,000.
- 9) Every member who contributes to the fund regularly will be paid the actual amount (without interest) contributed by him to the fund, at the time of cessation of his membership.

A member shall not be eligible to the benefits under this scheme if he fails to contribute to the fund for a period of one year.

ADMINISTRATION OF FUND

- 1) The fund shall be administered by the Board of Directors of the TTD Employees Cooperative Bank.
- 2) Every application from the family or the legal heirs of the deceased member shall be placed before the Board of Directors for formal approval.
- 3) Separate accounts shall be maintained for each member so that at the time of cessation of membership, the amount due to the member can be calculated without any difficulty.
- 4) While waiving the loan of a member only the net liability shall be waived.
- 5) In any case general funds of the TTD Employees Cooperative Bank shall not be used for implementing this scheme.

Source : Office of the TTD Employees' Cooperative Bank Limited, Tirupati.



CHAPTER 7

SUMMARY AND SUGGESTIONS

Religious organisations and charitable trusts are found in all countries of the world. They play an important role in the promotion of religion, culture, education, medical relief and advancement of welfare to the general public. Considerable help is rendered to the humanity by these institutions. They carry their activities with the aid of gifts, grants, donations and charities received from the public. The TTD is incharge of a group of temples and educational and other charitable institutions. It is the biggest religious organisation for Hindus in India.

These were about 34,585 temples, charitable institutions and maths located in the State of Andhra Pradesh during 1984-85. The value of the properties of these institutions estimated at the end of 1982 was Rs.28,266 lakhs. The TTD itself registered an



income of Rs.3,482 lakhs during 1982-83 and Rs.3,800 lakhs in 1983-84. The income of the TTD for the year 1984-85 touched a record level of about Rs.5,086 lakhs. The TTD has vast properties both movable and immovable. Its non-cash assets were estimated at Rs.15,000 lakhs in the year 1983-84. The surplus funds invested in scheduled commercial banks rose to Rs.4,797 lakhs in 1982-83 from Rs.1,035 lakhs during 1974-75.

The present study is designed to make an attempt at the micro level to understand and critically examine the distinctive features of the financial administration and management of a religious institution like the TTD. The scope of the study covers the history, organisation, financial and administrative aspects of the TTD. The profiles of various other religious organisations in Andhra Pradesh have also been briefly surveyed. A critical study, particularly aspects relating to revenue and expenditure pattern, opinion of the pilgrims on TTD services and some policy aspects of the administration has been attempted. The present study covers a period of 10 years starting from the year 1973-74 to 1982-83.



ADMINISTRATION OF RELIGIOUS ENDOWMENTS IN VARIOUS STATES

An attempt was made to study about the administration of religious institutions in various States and in the State of Andhra Pradesh.

With the passage of time, most of the religious institutions in various states gradually decayed owing to the disappearance of benevolent royal patronage and the consequent mismanagement by vested interests. After advent of the British Rule, the first legislation in India to regulate the activities of religious institutions was the Madras Endowments and Escheats Regulation Act 1817. Later, the State Governments steadily exercised control over the religious and charitable trusts in the country.

It is found that there was no central legislation comprehensively covering the religious and charitable endowments except the Religious Endowments Act of 1863 and the Charitable and Religious Trusts Act, 1920. However, different states had passed various legislations in relation to the religious and charitable endowments.



The main religious institutions in Andhra Pradesh covered in the study are Hindu religious institutions, Muslim Wakf Boards, Christian Missionaries, and Sikh Gurudwaras.

ADMINISTRATION OF HINDU RELIGIOUS INSTITUTIONS IN ANDHRA PRADESH

The Hindu religious and charitable institutions are governed and administered under the provisions of the Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Act, 1966. The provisions of the Act provide for the constitution of Board of Trustees having hereditary and non-hereditary trustees for religious institutions to administer their affairs. The Executive Officers are appointed by the Government to administer the activities of religious institutions and they are given certain grades according to the income of concerned institutions. The Hindu religious institutions in the State have property worth about Rs.500 crores.



Endowments Department, Government of Andhra Pradesh

The Office of the Endowments Department is headed by a Commissioner under whose control, there are about 11 Gazetted Assistants including Joint Commissioner and Deputy Commissioners. When the administration of the Endowments Department was lacking managerial efficiency, an adhoc committee was appointed by the Commissioner in 1982 to look into the aspects of reorganisation of the department and for bringing better administration and uniform distribution of work among the staff. Accordingly, the Government had reorganised the department after taking the recommendations of the Committee into consideration. It is observed that the greatest draw-back this department had suffered in the recent past was the frequent change of the Head of the Department, i.e., Commissioner.

It is noticed that there is a move from the Government of Andhra Pradesh to amend the Land Tenancy Act so as to exempt temple lands from its purview and dispose them of in public auction and invest the sale



proceeds in interest yielding deposits in commercial banks with a provision for spending the interest only for the maintenance and fulfilment of the objects of the institutions. This naturally causes concern among the small tenants.

It is found that some of the religious institutions were incurring heavy expenditure on suits filed in courts against tenants and others and this was undoubtedly a financial burden. It is distressing to note that many temples in the State are in deep financial straits. As a result, these temples do not have necessary funds even for meeting the expenses of the daily temple rituals. It may be noted that many lands are illegally occupied and the tenants do not pay their dues properly. Having observed the irregularities and maladministration of temples in the State, the Government appointed a Commission of Inquiry in July 1984. The Commission is supposed to make an indepth study into the problems and issues of temples and suggest measures for better and effective administration of temples in the State.



ADMINISTRATION OF MUSLIM CHARITIES

Next to Hinduism, Islam is the religion professed by the largest segment of the population of India. The mosques in India have sufficient movable and immovable properties donated by the people professing Islam for the cause of service and charity. The administration of Wakf properties in the country is governed by the Central Wakf Act, 1954. There are about 42,000 Wakfs in the State of Andhra Pradesh in 1983-84. Of them, 36,000 are in Telangana region and the rest 6,000 in Andhra region. The supervision of all wakfs is vested with the State Wakf Board.

It is observed that the income of the State Wakf Board is insignificant when compared to its properties. The rents realised on buildings and other properties of the Wakf Board are found meagre. It is further noticed that thousands of acres of land of wakfs in Andhra Pradesh had been on unauthorised encroachment. The State Government is in fact helpless in getting mosque property cleared of encroachments because it has not been possessed with adequate powers to act upon.



A comprehensive bill aimed at toning up the wakf administration was introduced in Parliament in May 1984. The bill sought to amend the Wakf Act 1954 and will ensure the uniformity of wakf legislation throughout the country. The new bill envisages greater powers to the State Governments for control and supervision of wakfs.

ADMINISTRATION OF CHRISTIAN MISSIONARIES

The christian charitable institutions are popular in India for over a century. The credit for the establishment of various famous hospitals and educational institutions in the country goes to the christian missionaries whose activities are highly diversified in all the states. The missionaries aroused the conscience of Indian reformers to the need of women education in India and they also desired to teach dignity of labour, virtues of self-reliance and self-help. It is found that the activities of missionaries no doubt contributed a great deal to the material progress of India. The missionaries took part in



activities aimed at alleviating social misery and promoting social reforms.

The Catholic Christian institutions are situated in the State of Andhra Pradesh and they are brought under 10 blocks to ensure better administration. The services rendered by these missionaries are quite useful to the poor and destitute. The funds are usually collected from foreign countries and through donations received from the benefactors. There are many educational institutions and health centres set up by christian missionaries in the State. It is observed that at present, the missionary institutions are managed by the churches according to their own regulations and customs. Further, there is no special legislation to regulate their activities in the State.

SIKH RELIGIOUS INSTITUTIONS

The Sikhs, a small well knit community are unique people in the religious civilisation of the world. They are fewer than two per cent of the Indian population but their share in the country's life is



by no means negligible. There are about 300 Gurudwaras in the State of Punjab and Union Territory of Chandigarh and some of them were heavily endowed with lot of properties donated by the rich sikhs who stipulated that the funds should be used in perpetuation of the sikh faith and for their religious activities. The Shiromani Gurudwara Parbandhak Committee manages the affairs of the Gurudwaras. It is observed that the Sikh Gurudwaras in Punjab and their properties were misused in the recent past by some vested interests.

ADMINISTRATION OF THE TTD

The administration of the TTD is functioning under the TTD Act, 1979. The Act provides for the constitution of Board of Trustees and Management Committee by the State Government to administer the affairs of the TTD. It is found that the members of the Trust Board and Management Committee of the TTD are political appointees who have little or no knowledge of the administrative and financial aspects of



the organisation. This may sometimes result in taking wrong decisions.

The administration of the TTD is under the control of the Board and Management Committee. The Executive Officer is the person to put the decisions of the Board and Management Committee into implementation. He is the Chief Administrative Officer of the TTD and shall be subject to the control of Committee having the general powers to carry out the provisions of the TTD Act, 1979. He is responsible for the proper maintenance and custody of the records and properties of the TTD and arrange for the collection of the offerings made in the temple.

The TTD has got a broad system of administration both on the Hills (Tirumala) and at Tirupati. The administrative set up of the TTD until 1980 was headed by an Executive Officer who was assisted by officers heading different departments. It has undergone a considerable change during 1980-81 and 1982-83 for meeting the changed requirements of various



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departments. The remodelled administration of the TTD, it is found, has not considerably helped to increase the efficiency of the staff and for fixing the responsibility on the officers who are heading different departments. It is commonly felt by many observers that a better service could be provided by the administration in view of its comfortable resources position.

It is observed by the researcher that the Executive Officer is over-burdened with all powers and responsibilities. His shoulders are heavy since he is inevitably concerned with almost every part of the work of the TTD. Further, it is found that in recent years, the Executive Officers are transferred by the Government for every two or three years of their service in the TTD.

At present, there is no separate department at the TTD to provide management information to the administration. The information on various matters is being provided by all the departments to the



administration. The process has led to cumbersome procedure in the tabulation and analysis of the data compiled.

FINANCIAL ADMINISTRATION

A close study of the finances of TTD reveals that the problem is not so much with the availability of funds but it is with the management of finances effectively for the performance of the objectives of TTD. Income to a religious institution like TTD is as much important as it is to a profit organisation.

Income of the TTD

The income of the TTD is classified into two heads - revenue receipts and capital receipts. The revenue account covers items which are of a recurring nature and the capital receipts refer to earnings from the disposal of property and receipts of donations for the construction of buildings and other grants. The income (revenue and capital) of all the TTD establishments had increased from Rs.889.37 lakhs



in 1973-74 to Rs.3,482.44 lakhs during 1982-83 presenting nearly about four-fold increase. The revenue receipts sharply rose from Rs.480.50 lakhs in 1973-74 to Rs.1,883.36 lakhs during 1982-83 indicating an annual rise of 29 per cent. Sri Tirumala Temple of Group-A ranked first among the seven groups of establishments in terms of receiving revenue income followed by the General Administration Department (Group-F).

The capital receipts of the TTD had increased from Rs.408.87 lakhs in 1973-74 to Rs.1,599.08 lakhs during 1982-83 representing a rise of 291 per cent. Sri Tirumala Temple ranked first in receiving capital revenue among all the groups of institutions followed by the General Administration Department.

Kanuka : The income of Tirumala Temple comprised of mainly Kanuka (Hundi) receipts (29 per cent of the total income and about 50 per cent of the income of Tirumala Temple). The Kanuka receipts rose from Rs.366.86 lakhs in 1973-74 to Rs.970 lakhs during



1982-83 indicating an average rise of 16.40 per cent a year. The kanuka revenue had a consistent increase during selected period. It is a common apprehension that leakage in the kanuka revenue is not uncommon. But, it is difficult to estimate to what extent this is resorted to.

Expenditure of the TTD

The study of expenditure pattern of the administration throws light on the variety of its activities and indicates the interest evinced by the devasthanams in promoting and helping charitable causes and social purposes. The total expenditure of the TTD is maintained under two heads - revenue expenditure and capital expenditure. The revenue expenditure covers the items which are of a recurring nature like expenditure on establishment, pilgrim conveniences like accommodation, food, sanitation, medical aid, etc. The capital expenditure refers to the payments which are made for the creation and acquisition of fixed assets, construction of buildings and other engineering works, etc.



The expenditure (revenue and capital) of all the TTD establishments had increased from Rs.918.46 lakhs in 1973-74 to Rs.2,801.20 lakhs during 1982-83 indicating more than three-fold rise. The revenue expenditure rose steadily from Rs.702.76 lakhs in 1973-74 to Rs.1,605.46 lakhs during 1982-83 with an average annual growth rate of 12.80 per cent. It is found that Sri Tirumala Temple ranked first followed by Service Departments for pilgrims (Group-D) in terms of incurring revenue expenditure. It has to be noted that in the case of all items of expenditure of the TTD, pay and allowances of the staff accounted a larger share of the revenue payments.

The capital expenditure of TTD had ranged between Rs.215.70 lakhs in 1973-74 and Rs.1,195.74 lakhs in 1982-83. The Engineering Division topped the list among all the departments in terms of incurring capital expenditure followed by the General Administration Department. It may be noted that the maintenance of the Engineering Division constituted about 36 per cent



of the total expenditure of TTD. Following are some of the important heads of income and expenditure of the TTD:

Arjita Seva : From Arjita sevas, TTD netted about Rs.340 lakhs during 1982-83 as against Rs.95.10 lakhs in 1973-74 representing an increase of 275 per cent. Arjitam revenue comprised of nearly 18.05 per cent of the total revenue receipts. The expenditure on arjitam recorded an abrupt rise in 1974-75 over its preceding year by about 82 per cent and there had been wide variations in the subsequent years and it had touched about Rs.120 lakhs in 1982-83. It is found that among all the arjita sevas, Kalyanotsavams and Amantranotsavams were performed in large number during the selected period. This was due to the popularity in rich and other middle class pilgrims. It is further revealed that other sevas like Tiruppavada, Vasanthotsavam, etc., were not performed by the devotees in large number. This was for two reasons. These sevas do not enjoy the patronage of the pilgrims and the rates of these sevas are highly priced. It is observed that



the rates for various sevas were fixed not in consonance with the schedule of estimates but by adopting techniques of arithmetic additions.

Proktam : Another important item of revenue is from the sale of proktam (Laddu, Vada and Appam). The revenue from the sale of laddu and vada had fetched Rs.310 lakhs in 1982-83 against Rs.65.75 lakhs during 1973-74 recording an average increase of 37.10 per cent a year. The expenditure on proktam which had steadily reduced from Rs.108.34 lakhs in 1973-74 to Rs.71.71 lakhs during 1976-77. Since 1977-78, there had been a continuous rise in the expenditure on proktam. It was noticed that the laddus were sold more than the cost price in 1982-83. This is evidenced from the fact that the administration had realised a surplus revenue of Rs.60 lakhs during 1982-83 over its expenditure. However, in 1984-85, it was found that laddus were sold to the devotees at less than the cost price. The TTD claimed that the cost of preparation of laddu has considerably increased due to the rise in the prices of ingredients that are



used in the preparation of laddus. As a result, it was estimated that the cost of preparation of laddu has increased from Rs.3 to Rs.4.04 each. However, the administration has not revised the price of laddu but selling only at Rs.3 each during 1984-85.

Choultries and Cottages : Choultries, cottages and rest houses are primarily intended to provide free and paid accommodation to the pilgrims. The revenue of the choultries and cottages both at Tirumala and Tirupati rose from Rs.19.90 lakhs in 1973-74 to Rs.134.21 lakhs during 1982-83 depicting a seven-fold rise. The expenditure on this head had steadily increased from Rs.33.50 lakhs in 1974-75 to Rs.93.17 lakhs during 1982-83. It may be noted that the TTD has realised a surplus revenue of Rs.41.04 lakhs over its expenditure in 1982-83. It is observed that there is heavy demand for paid accommodation at Tirumala. It is interesting to note that more number of pilgrims had opted for paid accommodation than the free rooms during the selected period. This was found possible because of good facilities and amenities



provided in paid cottages. In fact, most of the pilgrims visiting Tirumala desire to have good accommodation with all amenities. At present, the rents for cottages at Tirumala ranged between Rs.10 and Rs.50 depending upon the area and the standard of the cottages. It is felt that the rates charged for some of the cottages were cheaper when compared to similar accommodation elsewhere.

Canteens : The revenue of the canteens which commenced with a small amount of Rs.9.12 lakhs in 1973-74 increased gradually to Rs.66.61 lakhs during 1982-83 indicating more than seven-fold rise. The expenditure of canteens ranged between Rs.14.69 lakhs in 1973-74 to Rs.85.44 lakhs during 1982-83. It is observed that running of canteens is not profitable to the administration. It may be noted that the employees of the TTD at Tirupati and Tirumala are served meals at Rs.1.25 each in canteens. It is revealed that on average nearly 1,000 employees are availing of the canteen facility every day. It can be pointed out



that the employees' cost of meals is being subsidised by the pilgrims.

Press : The receipts of the press department rose from Rs.4.97 lakhs in 1973-74 to Rs.8.65 lakhs during 1982-83 presenting a rise of 74 per cent. Similarly, the expenditure of this department also increased from Rs.8.71 lakhs in 1973-74 to Rs.44.95 lakhs during 1982-83. The press is regarded more as an adjunct to the administration than as an independent commercial establishment. Mainly because of this disposition, the press is not allowed to take outside orders thus making it to operate at less than its capacity. In fact, the press is in a position to accept outside orders without significant addition to expenditure.

Engineering Division : The Engineering Division is one of the expanding departments of the administration having six divisions with two other independent divisions. Its capital expenditure rose from Rs.215.70 lakhs in 1973-74 to Rs.1,195.74 lakhs during 1982-83. It is revealed that delays are taken place in the execution of capital works.



Transport Wing : It is found that the maintenance of Transport Wing by the TTD was unremunerative. However, it is inevitable to maintain it because a fleet of vehicles are required for the activities of the administration. It is noticed that the vehicles were misused and there had been cases of misappropriation of petrol and spare-parts of the vehicles.

Educational Institutions : The popular image of the TTD as an agency to promote educational institutions cannot be substantiated merely on the basis of its expenditure on education. It is observed that more money was spent on colleges than on high schools and other institutions imparting Sanskrit education and the expenditure on primary education was also lesser.

OPINIONS OF THE PILGRIMS ON TTD SERVICES

Since pilgrim satisfaction is the most important criteria to measure the efficiency of the organisation, an attempt was made to elicit the views of pilgrims about the amenities provided to them by the



administration and their attitudes to various aspects of the TTD. Following are some important aspects on which their opinions were sought.

About 62.50 per cent of the total respondents interviewed, expressed satisfaction about the quality of foodstuffs available in TTD canteens while 24 per cent respondents were of the view that canteen eatables were good. It may be noted that the respondents from all the states seemed to have the same view on the quality of foodstuffs of TTD canteens. When asked about the prices of eatables at canteens, about 77 per cent of the respondents felt that the prices charged at the canteens were fair.

It is revealed that nearly 2,000 pilgrims would take advantage of the special ticket darshan facility daily. This facility had cut down the waiting time in the queue. Further, the pilgrims who do not have adequate time to spare are enabled to have darshan of the Lord in minimum possible time. Nearly 42.97 per cent of 121 pilgrims who had darshan by going in general queue have reported that they took more than



three hours time to complete the darshan. But, it is found, sometimes, the pilgrims were inconvenienced due to the visits of large number of VIPs. It is revealed on enquiry that about 80 VIPs visit Tirumala daily.

Providing accommodation to the ever increasing number of pilgrims is an important responsibility of the administration. About 54.50 per cent of 200 respondents have reported that they had stayed in free choultries and nearly 33.50 per cent respondents replied that they were accommodated in paid cottages. Surprisingly, about 24 respondents did not seek any kind of accommodation on the ground that they had come alone and did not feel the necessity of accommodation and they expressed the desire to return on the same day after having the darshan of Lord. It is observed that respondents of North India could get paid accommodation easily over the respondents of other States.

It is observed that paid accommodation is hardly adequate during the summer and other festive



occasions. Further, reservation system for paid cottages at Tirumala is subject to criticism. More often, it creates a lot of confusion about the allotment by shunting the pilgrims from pillar to post. Some respondents complained about the non-confirmation of reservation for cottages despite the money being sent well in advance.

It is revealed in the survey that about 63.50 per cent pilgrim respondents have reported that the quality and price of laddu were quite good. However, considerable number of respondents hesitantly expressed their concern at the deterioration in the quality and size of laddu at Tirumala Temple in recent years. It is observed that in making of laddus at the Temple Kitchen, the cooks touch water and take enough material into their hands for pressing into a ball-shaped laddu. As a result, the water content may give scope for the generation of fungus in the laddu.

About 32 per cent of the respondents have reported that they had performed one arjita seva or the



other and majority of them performed Kalyanotsavam. The remaining 68 per cent of the respondents have revealed that they did not conduct any arjita sevas at Tirumala Temple. When asked about the charges for these sevas, about 62.92 per cent of 62 respondents who performed such sevas have expressed the view that the rates charged were quite fair.

It is revealed that about seven per cent of the respondents had unpleasant experience with the temple staff. When asked about the desirability and usefulness of dalaries, about 52.28 per cent of 44 pilgrims who were approached by dalaries have stated that their services were not desirable at Tirumala and expressed the view that they were of very little use to the pilgrims. It is observed that the cases of cheating by these people at Tirumala were not uncommon.

POLICY ASPECTS OF THE TTD

Government Control Over Religious Institutions

It is observed that there had been a debate



about the bonafides of the State Government to interfere in the functioning of religious institutions. A section of the people assert that the Government should not interfere in matters of religion and charity. There are others who strongly oppose the Government's intervention in the working of religious institutions. However, it can be stated that the Indian Constitution allowed the State Governments to interfere and control the religious organisations when their activities go wrong.

Diversion of Funds

It is found that the Andhra Pradesh Government sent a directive to the TTD administration in February 1983 to deposit its surplus funds of about Rs.4,797.21 lakhs in the Government treasury. This decision gave scope to various contraversies among the public. It is obvious when the people's requirements are increasing, the Government has to find out ways and means to mobilise funds for meeting the increased welfare expenditure of the Government.



Investment Pattern

It is observed that the TTD used to keep their surplus funds in fixed deposits of scheduled commercial banks. It may be noted that the earnings on investments were quite unremunerative keeping in view of the prevailing rates of interest in the capital market.

Management of Personnel

It is observed that the personnel employed in some of the sections and departments of TTD was over and above the required level. It is observed that there is no manpower planning as such to assess the staff requirements of the TTD. It is further revealed that the TTD does not have a Personnel Officer to manage its personnel matters.



SUGGESTIONS

The following suggestions emerge from the foregoing findings of the study:

ADMINISTRATION OF RELIGIOUS ENDOWMENTS IN VARIOUS STATES

It is observed that different states had passed various legislations in relation to their religious and charitable endowments. There is no uniformity among the Acts passed in various states. It is found that the coordination in the functioning of religious institutions in the country is absent. To fill this lacuna, it is suggested that a central legislation on the functioning of Hindu religious and charitable institutions may be brought out to have rapport among such institutions in the country. This may perhaps be on the lines of Central Wakf Act, 1954. If the legislation of this type is enacted, it will go a long way in using the surplus funds of rich temples for renovation of sick temples in the country.



Endowments Department, Government of Andhra Pradesh

It is observed that in the recent past, that there had been frequent change of the Commissioner of Endowments. It is suggested that the Government should allow a Commissioner to continue in office for about four or five years to acquire familiarity with the issues of the department. If the tenure is longer, the person holding the post develops some degree of commitment to the department he serves. It is suggested that the post of the Commissioner of Endowments Department should be redesignated as the Director of Endowments on par with the existing directors of different Ministries like Agriculture, Fisheries, Marketing, etc., of the State Government.

It is felt by the researcher that the move of the Government to dispose of temple lands and invest the sale proceeds in interest yielding deposits in banks is neither suggestive nor helpful to anyone. Such a step would deprive the livelihood of about 80,000 families who are dependent on 4.60 lakh acre



of lands owned by the Hindu religious endowments in the State. Once the fixed assets are sold away, future governments may appropriate the money and the temples will be denied of lands and money apart from the loss of increased value that will accrue in future. Therefore, it is suggested that Government should withdraw the proposal for amending the Land Tenancy Act and ensure protection to the interests of the poor tenants. However, it is desirable that the tenants should not be allowed to enjoy lease-hold rights on lands and buildings of religious institutions for more than five years.

It is observed that there are vacant sites in the custody of several temples in urban areas in the State. It is suggested that Trust Boards of various religious institutions may construct buildings like commercial complex in urban sites belonging to temple and other charitable institutions and offer them on lease basis to the shops and business establishments in view of their high potential value so as to derive proper and due income to these institutions.



With a view to provide financial relief to the religious and charitable institutions in respect of litigation, it is suggested that a scheme may be evolved under which the payment of court fee stamps may be exempted in respect of suits filed in courts on behalf of the religious institutions.

It is observed that there were complaints of thefts of idols from small temples located in isolated places. It may be suggested that the Government should tighten the security by involving the Trust Board members. It is laudable to note that the Government is considering to establish a Vigilance Cell under an Officer of Joint Commissioner's rank to prevent mismanagement and corruption of temple funds.

ADMINISTRATION OF MUSLIM CHARITIES

It is observed that the rents realised on buildings and other properties of the State Wakf Board are found meagre. It is suggested that the rates of rents



should be revised as the existing rates were fixed nearly over ten years back. This matter is to be looked into and necessary steps have to be taken to augment the revenue of the Wakf Board.

It is found that in Andhra Pradesh, thousands of acres of land of wakfs has been on unauthorised encroachment. This problem could be solved when the State Wakf Boards are given sufficient magisterial powers for removing wrong encroachments by unauthorised people and agencies.

ADMINISTRATION OF CHRISTIAN MISSIONARIES

It is observed that there is no special legislation to regulate the activities of Christian Missionaries in the State. It is suggested that a comprehensive enactment may be brought out by the Government to streamline the operations of the christian missionaries in the State for ensuring better administration and their useful service to the society. It may further be suggested that the Government may constitute a



'Supervisory Body' to look into the management of missionary institutions and their properties in the State. The proposed State Supervisory Body may consist of representatives of the State Government, Christian Missionaries and other welfare organisations.

MANAGEMENT OF SIKH GURUDWARAS

It is observed that the Sikh Gurudwaras in Punjab and their properties were misused in the recent past by some vested interests. It is suggested that the Government of India should change the management pattern of Gurudwaras to prevent their misuse. It is also suggested that the Government may also prepare the draft of an All India Gurudwara Act and circulate it to elicit the opinion of the Sikh community in Punjab and other States.

ADMINISTRATION OF THE TTD

It is found that the members of the Trust Board of the TTD are political appointees who have little or no knowledge of the administrative and financial



aspects of the organisation. It is suggested that the members who are on the Trust Board of the TTD should have an idealism and service with integrity for fulfilling the long range objectives of the administration. A judicious choice must be made of the members appointed by the State Government. The people with good character and outstanding learning in tenets of Hindu religion must be included in the Trust Board. A retired I.A.S. official or a retired Judge of High Court or Supreme Court should also be included in the Board to lend dignity to it.

When the Board is dealing with administrative and financial matters involving heavy financial commitments, it would be desirable to make the Finance Secretary of the State Government as the ex-officio member of the Board. However, under the present set up, all the heavy financial decisions of the TTD must be approved by the Finance Ministry of the State Government. If the Finance Secretary of the Government is on the Board, his participation in the deliberations of the meeting on behalf of his Ministry



will enhance the element of responsibility and quick decisions could be conveniently taken.

In addition to the regular members so appointed, a system can be evolved by which the administration should be able to invite outsiders to the meetings of the Trust Board who are popular and outstanding in one field or the other and who may be interested in improving the administration of the devasthanams. Some experts on finance and administration may also be nominated as the members of the Board who can give purposeful direction to the proceedings of the Board. Necessary changes may be brought out in the TTD Act 1979 to give effect to the above suggestions.

The remodelled administration of the TTD, it is found, has not considerably helped to increase the efficiency of the staff and for fixing the responsibility on the officers who are heading different departments. It may be suggested that a Senior Officer, preferably a retired Chief Secretary, should be appointed as a One Man Committee to study in detail the



working of the TTD administration and to recommend measures to streamline the administration to give it a pilgrim welfare oriented approach.

Role of Executive Officer : As the head of the organisation, it is felt that the Executive Officer should be primarily concerned with planning and organisation and leave other functions to his deputies and other officers of the TTD. In fact, it is observed by the researcher that the Executive Officer is over-burdened with all powers and responsibilities. His shoulders are heavy since he is inevitably concerned with almost every part of the work of the TTD. It is desirable to delegate all functional powers and responsibilities of routine type of the Executive Officer to the Joint Executive Officer and Deputy Executive Officers. It also enables the Executive Officer to attend the meetings of various establishments of the TTD.

It is found that in recent years, the Executive Officers are frequently transferred by the Government. It is essential that the tenure of the Executive Officer



should be fairly long. A longer tenure, say for a period of five years, will help the Executive Officer to acquire greater familiarity with TTD affairs. It also gives him an opportunity to plan and execute his ideas during his tenure and to provide stability and pragmatism in administering the institution.

The functioning of Executive Officer is subject to the control and check by the Commissioner of Endowments. He can approach the Government only through the Commissioner which results in delay in decision making. The question of upgrading the post of the Executive Officer of TTD to that of the Commissioner of Endowments and vesting him with powers to deal directly with the Government, needs consideration.

Need for Management Information System : At present, there is no separate department at the TTD to provide management information to the administration. It may be suggested that the administration, should set up an 'Economics and Statistics Department' in the administrative office to develop and provide management information system. This department has to collect



the particulars on the aspects of TTD and compile the data for the purpose of research analysis. This will be of immense use to the administration in taking various decisions. The proposed department may be headed by an Economist or a Statistician who has adequate research orientation and capable of presenting the data in a lucid manner. The department may be entrusted with the work of compilation and analysis of data in respect of pilgrims, income, expenditure, amenities, personnel, arjita sevas, investments and other schemes, etc. The Department of Economics and Statistics can be made a liaison department for all the establishments of the TTD and whatever the information required by any department can be furnished by this department.

FINANCIAL ADMINISTRATION

Arjita Sevas : One of the ways of augmenting the revenues of the TTD is by scaling down the rates of arjita sevas. At present, Kalyanotsavam and Amantranotsavam are performed in Tirumala Temple at the rate of Rs.2,000 and Rs.400 respectively. It is suggested that the



administration may lower the rate of Kalyanotsavam to Rs.1,5000 and Amantranotsavam to Rs.300 so as to enable the common worshipper to perform such sevas. It is also suggested that the rates of other sevas like Tiruppavada, Unjal Seva, and Vasanthotsavam, etc., may be considerably lowered in which case increased demand at reduced rates is likely to bring in more revenues than before. Greater care will have to be exercised in dealing with arjitam revenue. Any attempt at raising the arjitam rates is likely to drive the pilgrims away into other types of worship. But, little readjustment of rates may be considered whenever and wherever necessary.

It is observed that the rates for various sevas were fixed not in consonance with the schedule of estimates but by adopting techniques of arithmetic additions. It is suggested that a scientific method may be evolved in fixing the rates on arjita sevas taking all other costs like administrative expenses and overheads into consideration.



Proktam : The TTD intends to enhance the price of laddu from the present Rs.3 to a record level of Rs.5.15 each by adding costly spices in its preparation. However, no decision has been taken so far on this aspect. It is suggested that the administration may fix the price of laddu at Rs.5 each provided maintenance of perfect quality and size of laddu is ensured as the pilgrims would not bother to pay more for laddu when the quality is good.

Choultries and Cottages : It is found that the rates charged for some of the cottages are cheaper when compared to similar accommodation elsewhere. It is suggested that a marginal upward revision of these rates may prevent using of this accommodation for purposes other than pilgrimage and would also yield more revenue for the administration. Further, the administration may introduce a system under which the pilgrims staying more than two days in the cottages may be charged some amount of penal rate over and above the regular charges. The penal rate charged should be cumulatively increased



for the succeeding days when the pilgrims continue to stay in the cottages. There had been a complaint that facilities provided in free choultries were poor. The administration has to improve the amenities to the pilgrims in free choultries so as to reduce the increasing demand for paid accommodation.

Canteen : It is observed that running of canteens is not profitable to the administration. It may be noted that the employees of the TTD at Tirupati and Tirumala are served meals at Rs.1.25 each in canteens. It is revealed that on average nearly 1,000 employees are availing of the canteen facility every day at Tirupati and Tirumala. It may be pointed out that the employees' cost of meals is being subsidised by the pilgrims. It is suggested that the administration may set up two separate canteens - one each at Tirumala and Tirupati exclusively for the use of employees. This will help in relieving the pilgrims from the burden of the cost of subsidised meals provided to the employees. The TTD can bear the loss suffered in keeping with the usefulness and service of canteens to the



employees. However, the administration has to take necessary steps to improve the quality of foodstuffs served to the pilgrims in its canteens.

Press : It is revealed that the TTD press is in a position to accept outside orders without significant addition to expenditure. In fact, the administration could have utilised the press more effectively, if the work of the press is well coordinated with propaganda and publicity departments (Srinivasa Mission, HDRS and Information Centres). It is suggested that the administration may allow the press to accept outside orders provided it has time to do.

Engineering Division : It is found that abnormal delays are taken place in the execution of capital works undertaken by the Engineering Division of the TTD. It is suggested that a time bound programme in execution of works should be drawn up by the division and the delays caused in final check measurements should be eliminated. Added to this, adequate attention must be paid to settle the accounts of such works expeditiously. *proper*



guidelines should be evolved in the matter of execution of works, scrutiny of bills, supplies of material, verification of stores and reconciliation, etc.

Audit : At present, both pre and post audit of the TTD accounts are being conducted by the Local Fund Audit Department of the State Government. This system is found lopsided and ineffective as the excess payments, wrong payment of bills and irregularities are not brought to light and sometimes they are not identified even. Therefore, it is suggested that the post audit work should be entrusted to the Accountant General's Department of the Central Government to ensure accurate maintenance of accounts of the organisation. The pre-audit may however, be continued by the Local Fund Audit Department of the State Government. This is desirable since it introduces a system of check and counter-check by two independent authorities in its accounting machinery for its fool proof functioning. It may be suggested that the administration should create an 'Account/Audit Flying Squad' manned by personnel, independent of the TTD



to make surprise checks on all TTD institutions. This would certainly facilitate early and effective detection of malpractices in financial transactions and stocks in the organisation.

NEED FOR COST ACCOUNTING IN TTD

The cost accounting is developed primarily for determining product costs in manufacturing processes. It is also used to determine the cost of service activities. However, the system of cost accounting is not used in TTD. It may be suggested that the TTD may use the techniques of cost accounting in its administration. It will possibly serve three purposes, viz., efficiency and cost control, planned use of funds and pricing of goods and services. The techniques of cost accounting can be used to set standards and to measure performance of various departments of the administration. Clerical and record keeping operations, medical services, accommodation, canteens, prasadams, press, engineering department and other pilgrim services are some of the areas where the techniques of cost accounting can be used by the



administration for careful planning and to achieve maximum efficiency through regulating unnecessary expenditure. A Chief Cost Accountant may be appointed in the TTD administration to look after the operations of the cost accounting.

NEED FOR EXEMPTING THE INCOME OF THE TTD FROM THE PURVIEW OF THE INCOME TAX ACT

The TTD as a charitable organisation had enjoyed exemption from payment of income tax to the Government of India till the assessment year 1983-84. The Government tried to impose income tax on TTD for the year 1984-85. However, at the instance of the then Prime Minister, the Government had exempted the TTD from payment of such tax for that year. When the TTD sought exemption of income tax payment from the Central Board of Direct Taxes, Ministry of Finance, the Government accorded exemption to the TTD for the assessment years 1985-86 and 1986-87. As the TTD is undoubtedly a true charitable institution serving to the cause of poor and destitutes, it is suggested that the Government of India should accord



permanent exemption to the TTD from payment of income tax. In the event of the Government not excluding TTD from income tax exemption for the assessment year 1987-88, the TTD would have to pay tax on the sale of prasadam, special darshan tickets and paid sevas. The income from temple hundi would, however, remain tax free as it has been declared as Corpus Fund which is exempted under the Income Tax Act.

The ever increasing flow of pilgrims and their increasing contributions, voluntary as well as arjitam revenue are undoubtedly a testimony for the sound financial position of the TTD. The administration may take steps to set up Home for Aged (Adaranalayam) one in every district of Andhra Pradesh. This immensely helps the old people who do not have any means and persons to look after their welfare. Such homes may take up productive activities like candle making, seri-culture and dairy, etc., by involving the inmates of the homes. The administration, if necessary, may secure services of Ramakrishna Mission or other voluntary service organisations in managing the homes



effectively. The TTD may also institute religious Chairs in its name in some of the universities in Andhra Pradesh by providing Rs.5 lakhs each as was done by State Bank of India and Andhra Pradesh State Road Transport Corporation.

OPINIONS OF THE PILGRIMS ON TTD SERVICES

It is observed that paid accommodation is hardly adequate during summer and other festive occasions. Further, the reservation system for paid cottages at Tirumala is not satisfactory. It is found that the shortage of accommodation gives rise to malpractices among the lower level staff. This evil could be effectively rooted out only when proper supervision is there and adequate accommodation is planned. More attention should be paid by the administration on proper maintenance of cottages and choultries. The number of helpers should be increased so that they could be within the easy reach of the pilgrims for any assistance.



It is revealed that about 63.50 per cent respondents have reported that the quality and price of laddu are quite good. Nearly 70 per cent of pilgrim respondents hesitantly expressed their concern at the deterioration in the quality and size of laddu at Tirumala Temple in recent years. It is suggested that the administration should improve the quality and size of laddu by taking necessary steps. It may be suggested that a mechanised pressing system can be introduced for making laddus. This will no doubt enhance the durability and uniformity of laddus. Laddus should be stored in stainless steel trays instead of bamboo baskets. The Mirasidars should maintain the kitchen in a hygienic condition.

It is found sometimes the pilgrims were inconvenienced due to the visits of large number of VIPs. The administration should devise steps for reducing the waiting time of the pilgrims in the general queue. No visit by a VIP or Minister should be allowed to disturb the line of pilgrims.



It is observed that there are no pilgrim guides on the Hills to guide and assist the pilgrims. It is suggested that the administration should appoint some pilgrim guides at Tirumala to assist the pilgrims. There should be greater vigilance on the part of administration and periodical checks should be conducted by the officers to see that persons posted to help the pilgrims in the choultries and cottages attended to their duties are readily available at the counters during their hours of duty.

It is felt that there is an urgent need for introducing more schemes to cope with the situation caused due to ever increasing pilgrim flow to Tirumala Temple from all over the country. An average of 25,000 to 30,000 pilgrims visit the Tirumala Temple every day. On peak days, the number will go up to 40,000 or more. The pilgrim flow is reported to be increasing by nearly ten per cent annually in the last few years. Therefore, it ^{is} suggested that the TTD should erect a conveyor to move devotees automatically



from Bangaruvakili to the Deity and back so that there would be uniform speed in the movement of pilgrims. This would also avert the unpleasant sight of TTD employees and scouts pushing the pilgrims in the queue line with their hands as is being done presently. The conveyor belts are at various industries and Ports to move materials and they are used in buildings in advanced countries to move people from one floor to another.

POLICY ASPECTS OF THE TTD

Government Control Over Religious Institutions

It is felt desirable that the Government control over religious institutions is good but it should be exercised objectively and should be free from prejudice and in the best interests of the institution concerned. Undue and unwarranted interference in the temple administration is likely to mar the public image and affect the faith and confidence of the public in the religious institutions.



Diversion of Funds

It is obvious when the people's requirements are increasing, the Government has to find out ways and means to mobilise funds for meeting the increased welfare expenditure on the public. It is felt that the Andhra Pradesh Government's decision in directing the TTD to deposit its surplus funds in the Government treasury is in full conformity under the provisions of the TTD Act, 1979. It is observed that the apprehensions expressed by some people were proved wrong in respect of hundi earnings and the religious sentiments of the devotees. In fact, the earnings of the TTD have grown substantially after the Government took this decision. When the people offered their voluntary contributions to Lord, they would not usually expect that their contributions should be utilised in a particular manner. What all they wanted was that, the TTD should maintain sanctity of the temple and provide good amenities to the visiting pilgrims.

However, there was a feeling that the flexibility with which the TTD could operate the funds in



times of emergency would be lost. For this, the Government has to give a free hand to the TTD administration to draw its funds from the treasury as and when they are required without obtaining any prior permission of the Government. It should be made as simple as that of withdrawing money by the current deposit holder from the bank.

Investment Pattern

It is observed that the earnings on investments of the TTD were quite unremunerative. It may be noticed that the public sector undertakings like Indian Corporation (IOC), Bharat Petroleum Corporation Ltd. (BPCL) and Steel Authority of India (SAIL), are offering an interest rate of 15 per cent on the fixed deposits of three years duration. In case the funds of the TTD are invested in such undertakings, the interest earnings will be sufficiently higher than the present earnings.

It is also suggested that the TTD can conveniently provide interest bearing loans to the financial



institutions like Andhra Pradesh State Financial Corporation, Andhra Pradesh Industrial Development Corporation, etc., which provide finance to the industry in the State. This could, however, be done by securing the State Government's guarantee. When the loans are given to these financial institutions, not only the earning capacity of the TTD will increase but the administration will also have the satisfaction of extending its helping hand indirectly to the industrial development of the State. It may be suggested that the TTD Act of 1979 may suitably be amended by the State Government so as to enable the administration to invest its funds in corporate enterprises and for providing loans to the financial institutions in the State for deriving higher earnings.

Management of Personnel

It is observed that the personnel employed in some of the sections and departments of TTD was over and above the required level. It is observed that there is no manpower planning as such to assess the



staff requirements of the TTD. It is high time to set up a Committee on 'Manpower Planning' to advise the administration in the matter of utilisation of manpower more effectively in the organisation.

It is found that the TTD at present has no Personnel Officer to manage its personnel matters. It is suggested that a Personnel Department should be created appointing a Chief Personnel Officer to look after the aspects of recruitment, selection, placement and training of the ministerial and subordinate staff of the TTD and union-management relations. It is further suggested that the administration should create more promotional avenues for its employees on the basis of experience, merit and personal integrity. It is also suggested that the TTD can introduce computerisation in its administration which will improve the efficiency of the staff and help in quickening the work in various departments.



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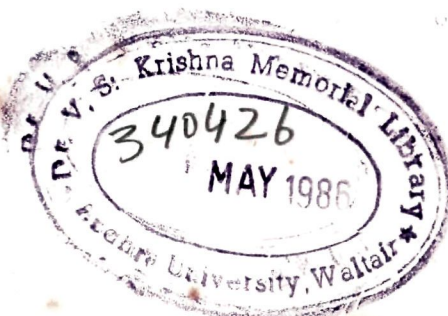
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A STUDY OF TIRUMALA TIRUPATI DEVASTHANAMS
WITH SPECIAL REFERENCE TO ORGANISATIONAL AND FINANCIAL ASPECTS

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THESIS SUBMITTED FOR THE AWARD OF THE DEGREE OF
DOCTOR OF PHILOSOPHY IN THE FACULTY OF
COMMERCE AND MANAGEMENT STUDIES

Under the Supervision of
Prof. J. V. PRABHAKARA RAO



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CHAPTER 7

SUMMARY AND SUGGESTIONS

Religious organisations and charitable trusts are found in all countries of the world. They play an important role in the promotion of religion, culture, education, medical relief and advancement of welfare to the general public. Considerable help is rendered to the humanity by these institutions. They carry their activities with the aid of gifts, grants, donations and charities received from the public. The TTD is incharge of a group of temples and educational and other charitable institutions. It is the biggest religious organisation for Hindus in India.

These were about 34,585 temples, charitable institutions and maths located in the State of Andhra Pradesh during 1984-85. The value of the properties of these institutions estimated at the end of 1982 was Rs.28,266 lakhs. The TTD itself registered an



income of Rs.3,482 lakhs during 1982-83 and Rs.3,800 lakhs in 1983-84. The income of the TTD for the year 1984-85 touched a record level of about Rs.5,086 lakhs. The TTD has vast properties both movable and immovable. Its non-cash assets were estimated at Rs.15,000 lakhs in the year 1983-84. The surplus funds invested in scheduled commercial banks rose to Rs.4,797 lakhs in 1982-83 from Rs.1,035 lakhs during 1974-75.

The present study is designed to make an attempt at the micro level to understand and critically examine the distinctive features of the financial administration and management of a religious institution like the TTD. The scope of the study covers the history, organisation, financial and administrative aspects of the TTD. The profiles of various other religious organisations in Andhra Pradesh have also been briefly surveyed. A critical study, particularly aspects relating to revenue and expenditure pattern, opinion of the pilgrims on TTD services and some policy aspects of the administration has been attempted. The present study covers a period of 10 years starting from the year 1973-74 to 1982-83.



ADMINISTRATION OF RELIGIOUS ENDOWMENTS IN VARIOUS STATES

An attempt was made to study about the administration of religious institutions in various States and in the State of Andhra Pradesh.

With the passage of time, most of the religious institutions in various states gradually decayed owing to the disappearance of benevolent royal patronage and the consequent mismanagement by vested interests. After advent of the British Rule, the first legislation in India to regulate the activities of religious institutions was the Madras Endowments and Escheats Regulation Act 1817. Later, the State Governments steadily exercised control over the religious and charitable trusts in the country.

It is found that there was no central legislation comprehensively covering the religious and charitable endowments except the Religious Endowments Act of 1863 and the Charitable and Religious Trusts Act, 1920. However, different states had passed various legislations in relation to the religious and charitable endowments.



The main religious institutions in Andhra Pradesh covered in the study are Hindu religious institutions, Muslim Wakf Boards, Christian Missionaries, and Sikh Gurudwaras.

ADMINISTRATION OF HINDU RELIGIOUS INSTITUTIONS IN ANDHRA PRADESH

The Hindu religious and charitable institutions are governed and administered under the provisions of the Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Act, 1966. The provisions of the Act provide for the constitution of Board of Trustees having hereditary and non-hereditary trustees for religious institutions to administer their affairs. The Executive Officers are appointed by the Government to administer the activities of religious institutions and they are given certain grades according to the income of concerned institutions. The Hindu religious institutions in the State have property worth about Rs.500 crores.



Endowments Department, Government of Andhra Pradesh

The Office of the Endowments Department is headed by a Commissioner under whose control, there are about 11 Gazetted Assistants including Joint Commissioner and Deputy Commissioners. When the administration of the Endowments Department was lacking managerial efficiency, an adhoc committee was appointed by the Commissioner in 1982 to look into the aspects of reorganisation of the department and for bringing better administration and uniform distribution of work among the staff. Accordingly, the Government had reorganised the department after taking the recommendations of the Committee into consideration. It is observed that the greatest draw-back this department had suffered in the recent past was the frequent change of the Head of the Department, i.e., Commissioner.

It is noticed that there is a move from the Government of Andhra Pradesh to amend the Land Tenancy Act so as to exempt temple lands from its purview and dispose them of in public auction and invest the sale



proceeds in interest yielding deposits in commercial banks with a provision for spending the interest only for the maintenance and fulfilment of the objects of the institutions. This naturally causes concern among the small tenants.

It is found that some of the religious institutions were incurring heavy expenditure on suits filed in courts against tenants and others and this was undoubtedly a financial burden. It is distressing to note that many temples in the State are in deep financial straits. As a result, these temples do not have necessary funds even for meeting the expenses of the daily temple rituals. It may be noted that many lands are illegally occupied and the tenants do not pay their dues properly. Having observed the irregularities and maladministration of temples in the State, the Government appointed a Commission of Inquiry in July 1984. The Commission is supposed to make an indepth study into the problems and issues of temples and suggest measures for better and effective administration of temples in the State.



ADMINISTRATION OF MUSLIM CHARITIES

Next to Hinduism, Islam is the religion professed by the largest segment of the population of India. The mosques in India have sufficient movable and immovable properties donated by the people professing Islam for the cause of service and charity. The administration of Wakf properties in the country is governed by the Central Wakf Act, 1954. There are about 42,000 Wakfs in the State of Andhra Pradesh in 1983-84. Of them, 36,000 are in Telangana region and the rest 6,000 in Andhra region. The supervision of all wakfs is vested with the State Wakf Board.

It is observed that the income of the State Wakf Board is insignificant when compared to its properties. The rents realised on buildings and other properties of the Wakf Board are found meagre. It is further noticed that thousands of acres of land of wakfs in Andhra Pradesh had been on unauthorised encroachment. The State Government is in fact helpless in getting mosque property cleared of encroachments because it has not been possessed with adequate powers to act upon.



A comprehensive bill aimed at toning up the wakf administration was introduced in Parliament in May 1984. The bill sought to amend the Wakf Act 1954 and will ensure the uniformity of wakf legislation throughout the country. The new bill envisages greater powers to the State Governments for control and supervision of wakfs.

ADMINISTRATION OF CHRISTIAN MISSIONARIES

The christian charitable institutions are popular in India for over a century. The credit for the establishment of various famous hospitals and educational institutions in the country goes to the christian missionaries whose activities are highly diversified in all the states. The missionaries aroused the conscience of Indian reformers to the need of women education in India and they also desired to teach dignity of labour, virtues of self-reliance and self-help. It is found that the activities of missionaries no doubt contributed a great deal to the material progress of India. The missionaries took part in



activities aimed at alleviating social misery and promoting social reforms.

The Catholic Christian institutions are situated in the State of Andhra Pradesh and they are brought under 10 blocks to ensure better administration. The services rendered by these missionaries are quite useful to the poor and destitute. The funds are usually collected from foreign countries and through donations received from the benefactors. There are many educational institutions and health centres set up by christian missionaries in the State. It is observed that at present, the missionary institutions are managed by the churches according to their own regulations and customs. Further, there is no special legislation to regulate their activities in the State.

SIKH RELIGIOUS INSTITUTIONS

The Sikhs, a small well knit community are unique people in the religious civilisation of the world. They are fewer than two per cent of the Indian population but their share in the country's life is



by no means negligible. There are about 300 Gurudwaras in the State of Punjab and Union Territory of Chandigarh and some of them were heavily endowed with lot of properties donated by the rich sikhs who stipulated that the funds should be used in perpetuation of the sikh faith and for their religious activities. The Shiromani Gurudwara Parbandhak Committee manages the affairs of the Gurudwaras. It is observed that the Sikh Gurudwaras in Punjab and their properties were misused in the recent past by some vested interests.

ADMINISTRATION OF THE TTD

The administration of the TTD is functioning under the TTD Act, 1979. The Act provides for the constitution of Board of Trustees and Management Committee by the State Government to administer the affairs of the TTD. It is found that the members of the Trust Board and Management Committee of the TTD are political appointees who have little or no knowledge of the administrative and financial aspects of



the organisation. This may sometimes result in taking wrong decisions.

The administration of the TTD is under the control of the Board and Management Committee. The Executive Officer is the person to put the decisions of the Board and Management Committee into implementation. He is the Chief Administrative Officer of the TTD and shall be subject to the control of Committee having the general powers to carry out the provisions of the TTD Act, 1979. He is responsible for the proper maintenance and custody of the records and properties of the TTD and arrange for the collection of the offerings made in the temple.

The TTD has got a broad system of administration both on the Hills (Tirumala) and at Tirupati. The administrative set up of the TTD until 1980 was headed by an Executive Officer who was assisted by officers heading different departments. It has undergone a considerable change during 1980-81 and 1982-83 for meeting the changed requirements of various



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departments. The remodelled administration of the TTD, it is found, has not considerably helped to increase the efficiency of the staff and for fixing the responsibility on the officers who are heading different departments. It is commonly felt by many observers that a better service could be provided by the administration in view of its comfortable resources position.

It is observed by the researcher that the Executive Officer is over-burdened with all powers and responsibilities. His shoulders are heavy since he is inevitably concerned with almost every part of the work of the TTD. Further, it is found that in recent years, the Executive Officers are transferred by the Government for every two or three years of their service in the TTD.

At present, there is no separate department at the TTD to provide management information to the administration. The information on various matters is being provided by all the departments to the



administration. The process has led to cumbersome procedure in the tabulation and analysis of the data compiled.

FINANCIAL ADMINISTRATION

A close study of the finances of TTD reveals that the problem is not so much with the availability of funds but it is with the management of finances effectively for the performance of the objectives of TTD. Income to a religious institution like TTD is as much important as it is to a profit organisation.

Income of the TTD

The income of the TTD is classified into two heads - revenue receipts and capital receipts. The revenue account covers items which are of a recurring nature and the capital receipts refer to earnings from the disposal of property and receipts of donations for the construction of buildings and other grants. The income (revenue and capital) of all the TTD establishments had increased from Rs.889.37 lakhs



in 1973-74 to Rs.3,482.44 lakhs during 1982-83 presenting nearly about four-fold increase. The revenue receipts sharply rose from Rs.480.50 lakhs in 1973-74 to Rs.1,883.36 lakhs during 1982-83 indicating an annual rise of 29 per cent. Sri Tirumala Temple of Group-A ranked first among the seven groups of establishments in terms of receiving revenue income followed by the General Administration Department (Group-F).

The capital receipts of the TTD had increased from Rs.408.87 lakhs in 1973-74 to Rs.1,599.08 lakhs during 1982-83 representing a rise of 291 per cent. Sri Tirumala Temple ranked first in receiving capital revenue among all the groups of institutions followed by the General Administration Department.

Kanuka : The income of Tirumala Temple comprised of mainly Kanuka (Hundi) receipts (29 per cent of the total income and about 50 per cent of the income of Tirumala Temple). The Kanuka receipts rose from Rs.366.86 lakhs in 1973-74 to Rs.970 lakhs during



1982-83 indicating an average rise of 16.40 per cent a year. The kanuka revenue had a consistent increase during selected period. It is a common apprehension that leakage in the kanuka revenue is not uncommon. But, it is difficult to estimate to what extent this is resorted to.

Expenditure of the TTD

The study of expenditure pattern of the administration throws light on the variety of its activities and indicates the interest evinced by the devasthanams in promoting and helping charitable causes and social purposes. The total expenditure of the TTD is maintained under two heads - revenue expenditure and capital expenditure. The revenue expenditure covers the items which are of a recurring nature like expenditure on establishment, pilgrim conveniences like accommodation, food, sanitation, medical aid, etc. The capital expenditure refers to the payments which are made for the creation and acquisition of fixed assets, construction of buildings and other engineering works, etc.



The expenditure (revenue and capital) of all the TTD establishments had increased from Rs.918.46 lakhs in 1973-74 to Rs.2,801.20 lakhs during 1982-83 indicating more than three-fold rise. The revenue expenditure rose steadily from Rs.702.76 lakhs in 1973-74 to Rs.1,605.46 lakhs during 1982-83 with an average annual growth rate of 12.80 per cent. It is found that Sri Tirumala Temple ranked first followed by Service Departments for pilgrims (Group-D) in terms of incurring revenue expenditure. It has to be noted that in the case of all items of expenditure of the TTD, pay and allowances of the staff accounted a larger share of the revenue payments.

The capital expenditure of TTD had ranged between Rs.215.70 lakhs in 1973-74 and Rs.1,195.74 lakhs in 1982-83. The Engineering Division topped the list among all the departments in terms of incurring capital expenditure followed by the General Administration Department. It may be noted that the maintenance of the Engineering Division constituted about 36 per cent



of the total expenditure of TTD. Following are some of the important heads of income and expenditure of the TTD:

Arjita Seva : From Arjita sevas, TTD netted about Rs.340 lakhs during 1982-83 as against Rs.95.10 lakhs in 1973-74 representing an increase of 275 per cent. Arjitam revenue comprised of nearly 18.05 per cent of the total revenue receipts. The expenditure on arjitam recorded an abrupt rise in 1974-75 over its preceding year by about 82 per cent and there had been wide variations in the subsequent years and it had touched about Rs.120 lakhs in 1982-83. It is found that among all the arjita sevas, Kalyanotsavams and Amantranotsavams were performed in large number during the selected period. This was due to the popularity in rich and other middle class pilgrims. It is further revealed that other sevas like Tiruppavada, Vasanthotsavam, etc., were not performed by the devotees in large number. This was for two reasons. These sevas do not enjoy the patronage of the pilgrims and the rates of these sevas are highly priced. It is observed that



the rates for various sevas were fixed not in consonance with the schedule of estimates but by adopting techniques of arithmetic additions.

Proktam : Another important item of revenue is from the sale of proktam (Laddu, Vada and Appam). The revenue from the sale of laddu and vada had fetched Rs.310 lakhs in 1982-83 against Rs.65.75 lakhs during 1973-74 recording an average increase of 37.10 per cent a year. The expenditure on proktam which had steadily reduced from Rs.108.34 lakhs in 1973-74 to Rs.71.71 lakhs during 1976-77. Since 1977-78, there had been a continuous rise in the expenditure on proktam. It was noticed that the laddus were sold more than the cost price in 1982-83. This is evidenced from the fact that the administration had realised a surplus revenue of Rs.60 lakhs during 1982-83 over its expenditure. However, in 1984-85, it was found that laddus were sold to the devotees at less than the cost price. The TTD claimed that the cost of preparation of laddu has considerably increased due to the rise in the prices of ingredients that are



used in the preparation of laddus. As a result, it was estimated that the cost of preparation of laddu has increased from Rs.3 to Rs.4.04 each. However, the administration has not revised the price of laddu but selling only at Rs.3 each during 1984-85.

Choultries and Cottages : Choultries, cottages and rest houses are primarily intended to provide free and paid accommodation to the pilgrims. The revenue of the choultries and cottages both at Tirumala and Tirupati rose from Rs.19.90 lakhs in 1973-74 to Rs.134.21 lakhs during 1982-83 depicting a seven-fold rise. The expenditure on this head had steadily increased from Rs.33.50 lakhs in 1974-75 to Rs.93.17 lakhs during 1982-83. It may be noted that the TTD has realised a surplus revenue of Rs.41.04 lakhs over its expenditure in 1982-83. It is observed that there is heavy demand for paid accommodation at Tirumala. It is interesting to note that more number of pilgrims had opted for paid accommodation than the free rooms during the selected period. This was found possible because of good facilities and amenities



provided in paid cottages. In fact, most of the pilgrims visiting Tirumala desire to have good accommodation with all amenities. At present, the rents for cottages at Tirumala ranged between Rs.10 and Rs.50 depending upon the area and the standard of the cottages. It is felt that the rates charged for some of the cottages were cheaper when compared to similar accommodation elsewhere.

Canteens : The revenue of the canteens which commenced with a small amount of Rs.9.12 lakhs in 1973-74 increased gradually to Rs.66.61 lakhs during 1982-83 indicating more than seven-fold rise. The expenditure of canteens ranged between Rs.14.69 lakhs in 1973-74 to Rs.85.44 lakhs during 1982-83. It is observed that running of canteens is not profitable to the administration. It may be noted that the employees of the TTD at Tirupati and Tirumala are served meals at Rs.1.25 each in canteens. It is revealed that on average nearly 1,000 employees are availing of the canteen facility every day. It can be pointed out



that the employees' cost of meals is being subsidised by the pilgrims.

Press : The receipts of the press department rose from Rs.4.97 lakhs in 1973-74 to Rs.8.65 lakhs during 1982-83 presenting a rise of 74 per cent. Similarly, the expenditure of this department also increased from Rs.8.71 lakhs in 1973-74 to Rs.44.95 lakhs during 1982-83. The press is regarded more as an adjunct to the administration than as an independent commercial establishment. Mainly because of this disposition, the press is not allowed to take outside orders thus making it to operate at less than its capacity. In fact, the press is in a position to accept outside orders without significant addition to expenditure.

Engineering Division : The Engineering Division is one of the expanding departments of the administration having six divisions with two other independent divisions. Its capital expenditure rose from Rs.215.70 lakhs in 1973-74 to Rs.1,195.74 lakhs during 1982-83. It is revealed that delays are taken place in the execution of capital works.



Transport Wing : It is found that the maintenance of Transport Wing by the TTD was unremunerative. However, it is inevitable to maintain it because a fleet of vehicles are required for the activities of the administration. It is noticed that the vehicles were misused and there had been cases of misappropriation of petrol and spare-parts of the vehicles.

Educational Institutions : The popular image of the TTD as an agency to promote educational institutions cannot be substantiated merely on the basis of its expenditure on education. It is observed that more money was spent on colleges than on high schools and other institutions imparting Sanskrit education and the expenditure on primary education was also lesser.

OPINIONS OF THE PILGRIMS ON TTD SERVICES

Since pilgrim satisfaction is the most important criteria to measure the efficiency of the organisation, an attempt was made to elicit the views of pilgrims about the amenities provided to them by the



administration and their attitudes to various aspects of the TTD. Following are some important aspects on which their opinions were sought.

About 62.50 per cent of the total respondents interviewed, expressed satisfaction about the quality of foodstuffs available in TTD canteens while 24 per cent respondents were of the view that canteen eatables were good. It may be noted that the respondents from all the states seemed to have the same view on the quality of foodstuffs of TTD canteens. When asked about the prices of eatables at canteens, about 77 per cent of the respondents felt that the prices charged at the canteens were fair.

It is revealed that nearly 2,000 pilgrims would take advantage of the special ticket darshan facility daily. This facility had cut down the waiting time in the queue. Further, the pilgrims who do not have adequate time to spare are enabled to have darshan of the Lord in minimum possible time. Nearly 42.97 per cent of 121 pilgrims who had darshan by going in general queue have reported that they took more than



three hours time to complete the darshan. But, it is found, sometimes, the pilgrims were inconvenienced due to the visits of large number of VIPs. It is revealed on enquiry that about 80 VIPs visit Tirumala daily.

Providing accommodation to the ever increasing number of pilgrims is an important responsibility of the administration. About 54.50 per cent of 200 respondents have reported that they had stayed in free choultries and nearly 33.50 per cent respondents replied that they were accommodated in paid cottages. Surprisingly, about 24 respondents did not seek any kind of accommodation on the ground that they had come alone and did not feel the necessity of accommodation and they expressed the desire to return on the same day after having the darshan of Lord. It is observed that respondents of North India could get paid accommodation easily over the respondents of other States.

It is observed that paid accommodation is hardly adequate during the summer and other festive



occasions. Further, reservation system for paid cottages at Tirumala is subject to criticism. More often, it creates a lot of confusion about the allotment by shunting the pilgrims from pillar to post. Some respondents complained about the non-confirmation of reservation for cottages despite the money being sent well in advance.

It is revealed in the survey that about 63.50 per cent pilgrim respondents have reported that the quality and price of laddu were quite good. However, considerable number of respondents hesitantly expressed their concern at the deterioration in the quality and size of laddu at Tirumala Temple in recent years. It is observed that in making of laddus at the Temple Kitchen, the cooks touch water and take enough material into their hands for pressing into a ball-shaped laddu. As a result, the water content may give scope for the generation of fungus in the laddu.

About 32 per cent of the respondents have reported that they had performed one arjita seva or the



other and majority of them performed Kalyanotsavam. The remaining 68 per cent of the respondents have revealed that they did not conduct any arjita sevas at Tirumala Temple. When asked about the charges for these sevas, about 62.92 per cent of 62 respondents who performed such sevas have expressed the view that the rates charged were quite fair.

It is revealed that about seven per cent of the respondents had unpleasant experience with the temple staff. When asked about the desirability and usefulness of dalaries, about 52.28 per cent of 44 pilgrims who were approached by dalaries have stated that their services were not desirable at Tirumala and expressed the view that they were of very little use to the pilgrims. It is observed that the cases of cheating by these people at Tirumala were not uncommon.

POLICY ASPECTS OF THE TTD

Government Control Over Religious Institutions

It is observed that there had been a debate



about the bonafides of the State Government to interfere in the functioning of religious institutions. A section of the people assert that the Government should not interfere in matters of religion and charity. There are others who strongly oppose the Government's intervention in the working of religious institutions. However, it can be stated that the Indian Constitution allowed the State Governments to interfere and control the religious organisations when their activities go wrong.

Diversion of Funds

It is found that the Andhra Pradesh Government sent a directive to the TTD administration in February 1983 to deposit its surplus funds of about Rs.4,797.21 lakhs in the Government treasury. This decision gave scope to various contraversies among the public. It is obvious when the people's requirements are increasing, the Government has to find out ways and means to mobilise funds for meeting the increased welfare expenditure of the Government.



Investment Pattern

It is observed that the TTD used to keep their surplus funds in fixed deposits of scheduled commercial banks. It may be noted that the earnings on investments were quite unremunerative keeping in view of the prevailing rates of interest in the capital market.

Management of Personnel

It is observed that the personnel employed in some of the sections and departments of TTD was over and above the required level. It is observed that there is no manpower planning as such to assess the staff requirements of the TTD. It is further revealed that the TTD does not have a Personnel Officer to manage its personnel matters.



SUGGESTIONS

The following suggestions emerge from the foregoing findings of the study:

ADMINISTRATION OF RELIGIOUS ENDOWMENTS IN VARIOUS STATES

It is observed that different states had passed various legislations in relation to their religious and charitable endowments. There is no uniformity among the Acts passed in various states. It is found that the coordination in the functioning of religious institutions in the country is absent. To fill this lacuna, it is suggested that a central legislation on the functioning of Hindu religious and charitable institutions may be brought out to have rapport among such institutions in the country. This may perhaps be on the lines of Central Wakf Act, 1954. If the legislation of this type is enacted, it will go a long way in using the surplus funds of rich temples for renovation of sick temples in the country.



Endowments Department, Government of Andhra Pradesh

It is observed that in the recent past, that there had been frequent change of the Commissioner of Endowments. It is suggested that the Government should allow a Commissioner to continue in office for about four or five years to acquire familiarity with the issues of the department. If the tenure is longer, the person holding the post develops some degree of commitment to the department he serves. It is suggested that the post of the Commissioner of Endowments Department should be redesignated as the Director of Endowments on par with the existing directors of different Ministries like Agriculture, Fisheries, Marketing, etc., of the State Government.

It is felt by the researcher that the move of the Government to dispose of temple lands and invest the sale proceeds in interest yielding deposits in banks is neither suggestive nor helpful to anyone. Such a step would deprive the livelihood of about 80,000 families who are dependent on 4.60 lakh acre



of lands owned by the Hindu religious endowments in the State. Once the fixed assets are sold away, future governments may appropriate the money and the temples will be denied of lands and money apart from the loss of increased value that will accrue in future. Therefore, it is suggested that Government should withdraw the proposal for amending the Land Tenancy Act and ensure protection to the interests of the poor tenants. However, it is desirable that the tenants should not be allowed to enjoy lease-hold rights on lands and buildings of religious institutions for more than five years.

It is observed that there are vacant sites in the custody of several temples in urban areas in the State. It is suggested that Trust Boards of various religious institutions may construct buildings like commercial complex in urban sites belonging to temple and other charitable institutions and offer them on lease basis to the shops and business establishments in view of their high potential value so as to derive proper and due income to these institutions.



With a view to provide financial relief to the religious and charitable institutions in respect of litigation, it is suggested that a scheme may be evolved under which the payment of court fee stamps may be exempted in respect of suits filed in courts on behalf of the religious institutions.

It is observed that there were complaints of thefts of idols from small temples located in isolated places. It may be suggested that the Government should tighten the security by involving the Trust Board members. It is laudable to note that the Government is considering to establish a Vigilance Cell under an Officer of Joint Commissioner's rank to prevent mismanagement and corruption of temple funds.

ADMINISTRATION OF MUSLIM CHARITIES

It is observed that the rents realised on buildings and other properties of the State Wakf Board are found meagre. It is suggested that the rates of rents



should be revised as the existing rates were fixed nearly over ten years back. This matter is to be looked into and necessary steps have to be taken to augment the revenue of the Wakf Board.

It is found that in Andhra Pradesh, thousands of acres of land of wakfs has been on unauthorised encroachment. This problem could be solved when the State Wakf Boards are given sufficient magisterial powers for removing wrong encroachments by unauthorised people and agencies.

ADMINISTRATION OF CHRISTIAN MISSIONARIES

It is observed that there is no special legislation to regulate the activities of Christian Missionaries in the State. It is suggested that a comprehensive enactment may be brought out by the Government to streamline the operations of the christian missionaries in the State for ensuring better administration and their useful service to the society. It may further be suggested that the Government may constitute a



'Supervisory Body' to look into the management of missionary institutions and their properties in the State. The proposed State Supervisory Body may consist of representatives of the State Government, Christian Missionaries and other welfare organisations.

MANAGEMENT OF SIKH GURUDWARAS

It is observed that the Sikh Gurudwaras in Punjab and their properties were misused in the recent past by some vested interests. It is suggested that the Government of India should change the management pattern of Gurudwaras to prevent their misuse. It is also suggested that the Government may also prepare the draft of an All India Gurudwara Act and circulate it to elicit the opinion of the Sikh community in Punjab and other States.

ADMINISTRATION OF THE TTD

It is found that the members of the Trust Board of the TTD are political appointees who have little or no knowledge of the administrative and financial



aspects of the organisation. It is suggested that the members who are on the Trust Board of the TTD should have an idealism and service with integrity for fulfilling the long range objectives of the administration. A judicious choice must be made of the members appointed by the State Government. The people with good character and outstanding learning in tenets of Hindu religion must be included in the Trust Board. A retired I.A.S. official or a retired Judge of High Court or Supreme Court should also be included in the Board to lend dignity to it.

When the Board is dealing with administrative and financial matters involving heavy financial commitments, it would be desirable to make the Finance Secretary of the State Government as the ex-officio member of the Board. However, under the present set up, all the heavy financial decisions of the TTD must be approved by the Finance Ministry of the State Government. If the Finance Secretary of the Government is on the Board, his participation in the deliberations of the meeting on behalf of his Ministry



will enhance the element of responsibility and quick decisions could be conveniently taken.

In addition to the regular members so appointed, a system can be evolved by which the administration should be able to invite outsiders to the meetings of the Trust Board who are popular and outstanding in one field or the other and who may be interested in improving the administration of the devasthanams. Some experts on finance and administration may also be nominated as the members of the Board who can give purposeful direction to the proceedings of the Board. Necessary changes may be brought out in the TTD Act 1979 to give effect to the above suggestions.

The remodelled administration of the TTD, it is found, has not considerably helped to increase the efficiency of the staff and for fixing the responsibility on the officers who are heading different departments. It may be suggested that a Senior Officer, preferably a retired Chief Secretary, should be appointed as a One Man Committee to study in detail the



working of the TTD administration and to recommend measures to streamline the administration to give it a pilgrim welfare oriented approach.

Role of Executive Officer : As the head of the organisation, it is felt that the Executive Officer should be primarily concerned with planning and organisation and leave other functions to his deputies and other officers of the TTD. In fact, it is observed by the researcher that the Executive Officer is over-burdened with all powers and responsibilities. His shoulders are heavy since he is inevitably concerned with almost every part of the work of the TTD. It is desirable to delegate all functional powers and responsibilities of routine type of the Executive Officer to the Joint Executive Officer and Deputy Executive Officers. It also enables the Executive Officer to attend the meetings of various establishments of the TTD.

It is found that in recent years, the Executive Officers are frequently transferred by the Government. It is essential that the tenure of the Executive Officer



should be fairly long. A longer tenure, say for a period of five years, will help the Executive Officer to acquire greater familiarity with TTD affairs. It also gives him an opportunity to plan and execute his ideas during his tenure and to provide stability and pragmatism in administering the institution.

The functioning of Executive Officer is subject to the control and check by the Commissioner of Endowments. He can approach the Government only through the Commissioner which results in delay in decision making. The question of upgrading the post of the Executive Officer of TTD to that of the Commissioner of Endowments and vesting him with powers to deal directly with the Government, needs consideration.

Need for Management Information System : At present, there is no separate department at the TTD to provide management information to the administration. It may be suggested that the administration, should set up an 'Economics and Statistics Department' in the administrative office to develop and provide management information system. This department has to collect



the particulars on the aspects of TTD and compile the data for the purpose of research analysis. This will be of immense use to the administration in taking various decisions. The proposed department may be headed by an Economist or a Statistician who has adequate research orientation and capable of presenting the data in a lucid manner. The department may be entrusted with the work of compilation and analysis of data in respect of pilgrims, income, expenditure, amenities, personnel, arjita sevas, investments and other schemes, etc. The Department of Economics and Statistics can be made a liaison department for all the establishments of the TTD and whatever the information required by any department can be furnished by this department.

FINANCIAL ADMINISTRATION

Arjita Sevas : One of the ways of augmenting the revenues of the TTD is by scaling down the rates of arjita sevas. At present, Kalyanotsavam and Amantranotsavam are performed in Tirumala Temple at the rate of Rs.2,000 and Rs.400 respectively. It is suggested that the



administration may lower the rate of Kalyanotsavam to Rs.1,5000 and Amantranotsavam to Rs.300 so as to enable the common worshipper to perform such sevas. It is also suggested that the rates of other sevas like Tiruppavada, Unjal Seva, and Vasanthotsavam, etc., may be considerably lowered in which case increased demand at reduced rates is likely to bring in more revenues than before. Greater care will have to be exercised in dealing with arjitam revenue. Any attempt at raising the arjitam rates is likely to drive the pilgrims away into other types of worship. But, little readjustment of rates may be considered whenever and wherever necessary.

It is observed that the rates for various sevas were fixed not in consonance with the schedule of estimates but by adopting techniques of arithmetic additions. It is suggested that a scientific method may be evolved in fixing the rates on arjita sevas taking all other costs like administrative expenses and overheads into consideration.



Proktam : The TTD intends to enhance the price of laddu from the present Rs.3 to a record level of Rs.5.15 each by adding costly spices in its preparation. However, no decision has been taken so far on this aspect. It is suggested that the administration may fix the price of laddu at Rs.5 each provided maintenance of perfect quality and size of laddu is ensured as the pilgrims would not bother to pay more for laddu when the quality is good.

Choultries and Cottages : It is found that the rates charged for some of the cottages are cheaper when compared to similar accommodation elsewhere. It is suggested that a marginal upward revision of these rates may prevent using of this accommodation for purposes other than pilgrimage and would also yield more revenue for the administration. Further, the administration may introduce a system under which the pilgrims staying more than two days in the cottages may be charged some amount of penal rate over and above the regular charges. The penal rate charged should be cumulatively increased



for the succeeding days when the pilgrims continue to stay in the cottages. There had been a complaint that facilities provided in free choultries were poor. The administration has to improve the amenities to the pilgrims in free choultries so as to reduce the increasing demand for paid accommodation.

Canteen : It is observed that running of canteens is not profitable to the administration. It may be noted that the employees of the TTD at Tirupati and Tirumala are served meals at Rs.1.25 each in canteens. It is revealed that on average nearly 1,000 employees are availing of the canteen facility every day at Tirupati and Tirumala. It may be pointed out that the employees' cost of meals is being subsidised by the pilgrims. It is suggested that the administration may set up two separate canteens - one each at Tirumala and Tirupati exclusively for the use of employees. This will help in relieving the pilgrims from the burden of the cost of subsidised meals provided to the employees. The TTD can bear the loss suffered in keeping with the usefulness and service of canteens to the



employees. However, the administration has to take necessary steps to improve the quality of foodstuffs served to the pilgrims in its canteens.

Press : It is revealed that the TTD press is in a position to accept outside orders without significant addition to expenditure. In fact, the administration could have utilised the press more effectively, if the work of the press is well coordinated with propaganda and publicity departments (Srinivasa Mission, HDRS and Information Centres). It is suggested that the administration may allow the press to accept outside orders provided it has time to do.

Engineering Division : It is found that abnormal delays are taken place in the execution of capital works undertaken by the Engineering Division of the TTD. It is suggested that a time bound programme in execution of works should be drawn up by the division and the delays caused in final check measurements should be eliminated. Added to this, adequate attention must be paid to settle the accounts of such works expeditiously. *proper*



guidelines should be evolved in the matter of execution of works, scrutiny of bills, supplies of material, verification of stores and reconciliation, etc.

Audit : At present, both pre and post audit of the TTD accounts are being conducted by the Local Fund Audit Department of the State Government. This system is found lopsided and ineffective as the excess payments, wrong payment of bills and irregularities are not brought to light and sometimes they are not identified even. Therefore, it is suggested that the post audit work should be entrusted to the Accountant General's Department of the Central Government to ensure accurate maintenance of accounts of the organisation. The pre-audit may however, be continued by the Local Fund Audit Department of the State Government. This is desirable since it introduces a system of check and counter-check by two independent authorities in its accounting machinery for its fool proof functioning. It may be suggested that the administration should create an 'Account/Audit Flying Squad' manned by personnel, independent of the TTD



to make surprise checks on all TTD institutions. This would certainly facilitate early and effective detection of malpractices in financial transactions and stocks in the organisation.

NEED FOR COST ACCOUNTING IN TTD

The cost accounting is developed primarily for determining product costs in manufacturing processes. It is also used to determine the cost of service activities. However, the system of cost accounting is not used in TTD. It may be suggested that the TTD may use the techniques of cost accounting in its administration. It will possibly serve three purposes, viz., efficiency and cost control, planned use of funds and pricing of goods and services. The techniques of cost accounting can be used to set standards and to measure performance of various departments of the administration. Clerical and record keeping operations, medical services, accommodation, canteens, prasadam, press, engineering department and other pilgrim services are some of the areas where the techniques of cost accounting can be used by the



administration for careful planning and to achieve maximum efficiency through regulating unnecessary expenditure. A Chief Cost Accountant may be appointed in the TTD administration to look after the operations of the cost accounting.

NEED FOR EXEMPTING THE INCOME OF THE TTD FROM THE PURVIEW OF THE INCOME TAX ACT

The TTD as a charitable organisation had enjoyed exemption from payment of income tax to the Government of India till the assessment year 1983-84. The Government tried to impose income tax on TTD for the year 1984-85. However, at the instance of the then Prime Minister, the Government had exempted the TTD from payment of such tax for that year. When the TTD sought exemption of income tax payment from the Central Board of Direct Taxes, Ministry of Finance, the Government accorded exemption to the TTD for the assessment years 1985-86 and 1986-87. As the TTD is undoubtedly a true charitable institution serving to the cause of poor and destitutes, it is suggested that the Government of India should accord



permanent exemption to the TTD from payment of income tax. In the event of the Government not excluding TTD from income tax exemption for the assessment year 1987-88, the TTD would have to pay tax on the sale of prasadam, special darshan tickets and paid sevas. The income from temple hundi would, however, remain tax free as it has been declared as Corpus Fund which is exempted under the Income Tax Act.

The ever increasing flow of pilgrims and their increasing contributions, voluntary as well as arjitam revenue are undoubtedly a testimony for the sound financial position of the TTD. The administration may take steps to set up Home for Aged (Adaranalayam) one in every district of Andhra Pradesh. This immensely helps the old people who do not have any means and persons to look after their welfare. Such homes may take up productive activities like candle making, seri-culture and dairy, etc., by involving the inmates of the homes. The administration, if necessary, may secure services of Ramakrishna Mission or other voluntary service organisations in managing the homes



effectively. The TTD may also institute religious Chairs in its name in some of the universities in Andhra Pradesh by providing Rs.5 lakhs each as was done by State Bank of India and Andhra Pradesh State Road Transport Corporation.

OPINIONS OF THE PILGRIMS ON TTD SERVICES

It is observed that paid accommodation is hardly adequate during summer and other festive occasions. Further, the reservation system for paid cottages at Tirumala is not satisfactory. It is found that the shortage of accommodation gives rise to malpractices among the lower level staff. This evil could be effectively rooted out only when proper supervision is there and adequate accommodation is planned. More attention should be paid by the administration on proper maintenance of cottages and choultries. The number of helpers should be increased so that they could be within the easy reach of the pilgrims for any assistance.



It is revealed that about 63.50 per cent respondents have reported that the quality and price of laddu are quite good. Nearly 70 per cent of pilgrim respondents hesitantly expressed their concern at the deterioration in the quality and size of laddu at Tirumala Temple in recent years. It is suggested that the administration should improve the quality and size of laddu by taking necessary steps. It may be suggested that a mechanised pressing system can be introduced for making laddus. This will no doubt enhance the durability and uniformity of laddus. Laddus should be stored in stainless steel trays instead of bamboo baskets. The Mirasidars should maintain the kitchen in a hygienic condition.

It is found sometimes the pilgrims were inconvenienced due to the visits of large number of VIPs. The administration should devise steps for reducing the waiting time of the pilgrims in the general queue. No visit by a VIP or Minister should be allowed to disturb the line of pilgrims.



It is observed that there are no pilgrim guides on the Hills to guide and assist the pilgrims. It is suggested that the administration should appoint some pilgrim guides at Tirumala to assist the pilgrims. There should be greater vigilance on the part of administration and periodical checks should be conducted by the officers to see that persons posted to help the pilgrims in the choultries and cottages attended to their duties are readily available at the counters during their hours of duty.

It is felt that there is an urgent need for introducing more schemes to cope with the situation caused due to ever increasing pilgrim flow to Tirumala Temple from all over the country. An average of 25,000 to 30,000 pilgrims visit the Tirumala Temple every day. On peak days, the number will go up to 40,000 or more. The pilgrim flow is reported to be increasing by nearly ten per cent annually in the last few years. Therefore, it ^{is} suggested that the TTD should erect a conveyor to move devotees automatically



from Bangaruvakili to the Deity and back so that there would be uniform speed in the movement of pilgrims. This would also avert the unpleasant sight of TTD employees and scouts pushing the pilgrims in the queue line with their hands as is being done presently. The conveyor belts are at various industries and Ports to move materials and they are used in buildings in advanced countries to move people from one floor to another.

POLICY ASPECTS OF THE TTD

Government Control Over Religious Institutions

It is felt desirable that the Government control over religious institutions is good but it should be exercised objectively and should be free from prejudice and in the best interests of the institution concerned. Undue and unwarranted interference in the temple administration is likely to mar the public image and affect the faith and confidence of the public in the religious institutions.



Diversion of Funds

It is obvious when the people's requirements are increasing, the Government has to find out ways and means to mobilise funds for meeting the increased welfare expenditure on the public. It is felt that the Andhra Pradesh Government's decision in directing the TTD to deposit its surplus funds in the Government treasury is in full conformity under the provisions of the TTD Act, 1979. It is observed that the apprehensions expressed by some people were proved wrong in respect of hundi earnings and the religious sentiments of the devotees. In fact, the earnings of the TTD have grown substantially after the Government took this decision. When the people offered their voluntary contributions to Lord, they would not usually expect that their contributions should be utilised in a particular manner. What all they wanted was that, the TTD should maintain sanctity of the temple and provide good amenities to the visiting pilgrims.

However, there was a feeling that the flexibility with which the TTD could operate the funds in



times of emergency would be lost. For this, the Government has to give a free hand to the TTD administration to draw its funds from the treasury as and when they are required without obtaining any prior permission of the Government. It should be made as simple as that of withdrawing money by the current deposit holder from the bank.

Investment Pattern

It is observed that the earnings on investments of the TTD were quite unremunerative. It may be noticed that the public sector undertakings like Indian Corporation (IOC), Bharat Petroleum Corporation Ltd. (BPCL) and Steel Authority of India (SAIL), are offering an interest rate of 15 per cent on the fixed deposits of three years duration. In case the funds of the TTD are invested in such undertakings, the interest earnings will be sufficiently higher than the present earnings.

It is also suggested that the TTD can conveniently provide interest bearing loans to the financial



institutions like Andhra Pradesh State Financial Corporation, Andhra Pradesh Industrial Development Corporation, etc., which provide finance to the industry in the State. This could, however, be done by securing the State Government's guarantee. When the loans are given to these financial institutions, not only the earning capacity of the TTD will increase but the administration will also have the satisfaction of extending its helping hand indirectly to the industrial development of the State. It may be suggested that the TTD Act of 1979 may suitably be amended by the State Government so as to enable the administration to invest its funds in corporate enterprises and for providing loans to the financial institutions in the State for deriving higher earnings.

Management of Personnel

It is observed that the personnel employed in some of the sections and departments of TTD was over and above the required level. It is observed that there is no manpower planning as such to assess the



staff requirements of the TTD. It is high time to set up a Committee on 'Manpower Planning' to advise the administration in the matter of utilisation of manpower more effectively in the organisation.

It is found that the TTD at present has no Personnel Officer to manage its personnel matters. It is suggested that a Personnel Department should be created appointing a Chief Personnel Officer to look after the aspects of recruitment, selection, placement and training of the ministerial and subordinate staff of the TTD and union-management relations. It is further suggested that the administration should create more promotional avenues for its employees on the basis of experience, merit and personal integrity. It is also suggested that the TTD can introduce computerisation in its administration which will improve the efficiency of the staff and help in quickening the work in various departments.

